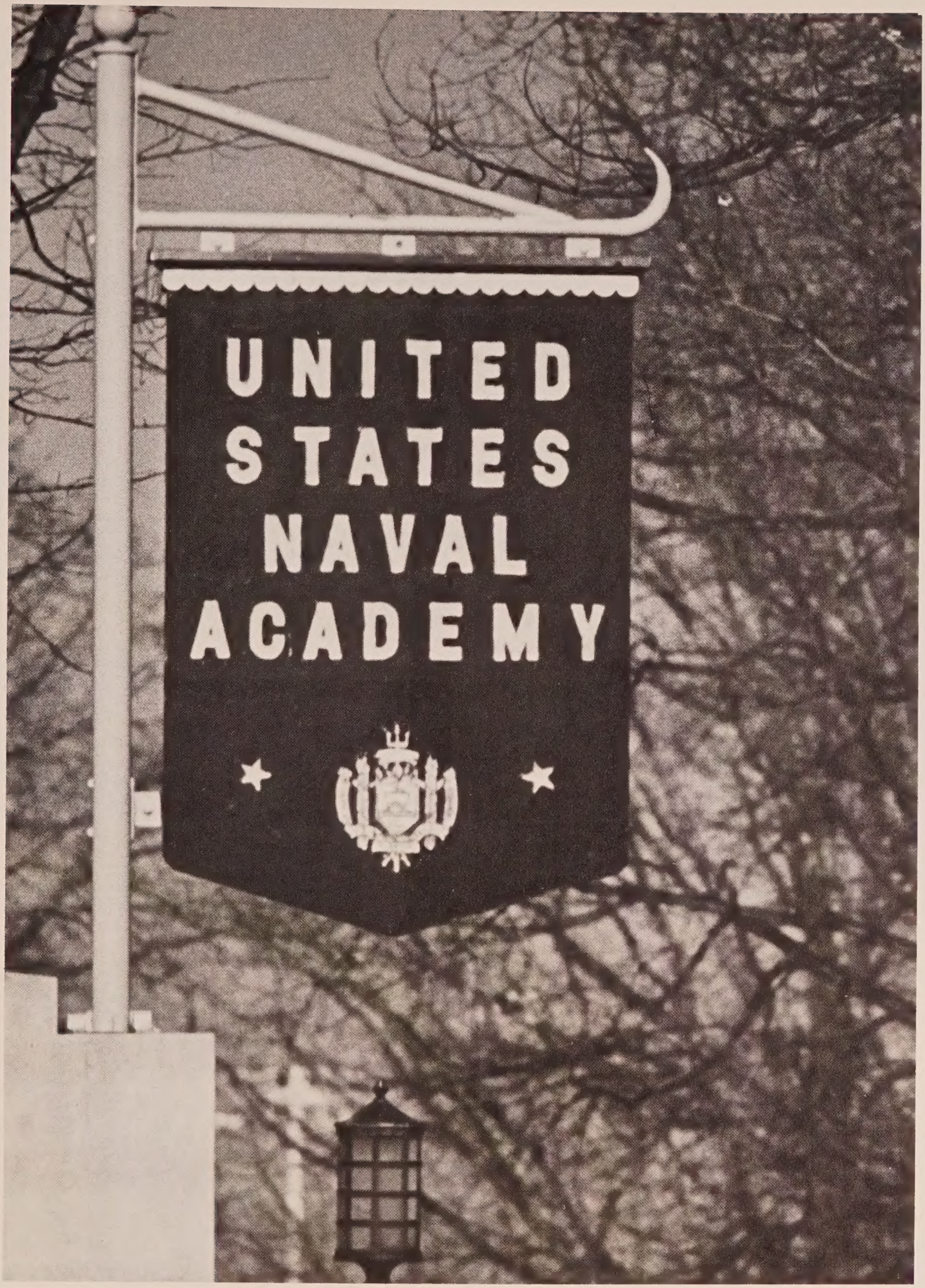
U S
NAVAL ACADEMY
EX SCIENTIA TRIDENS

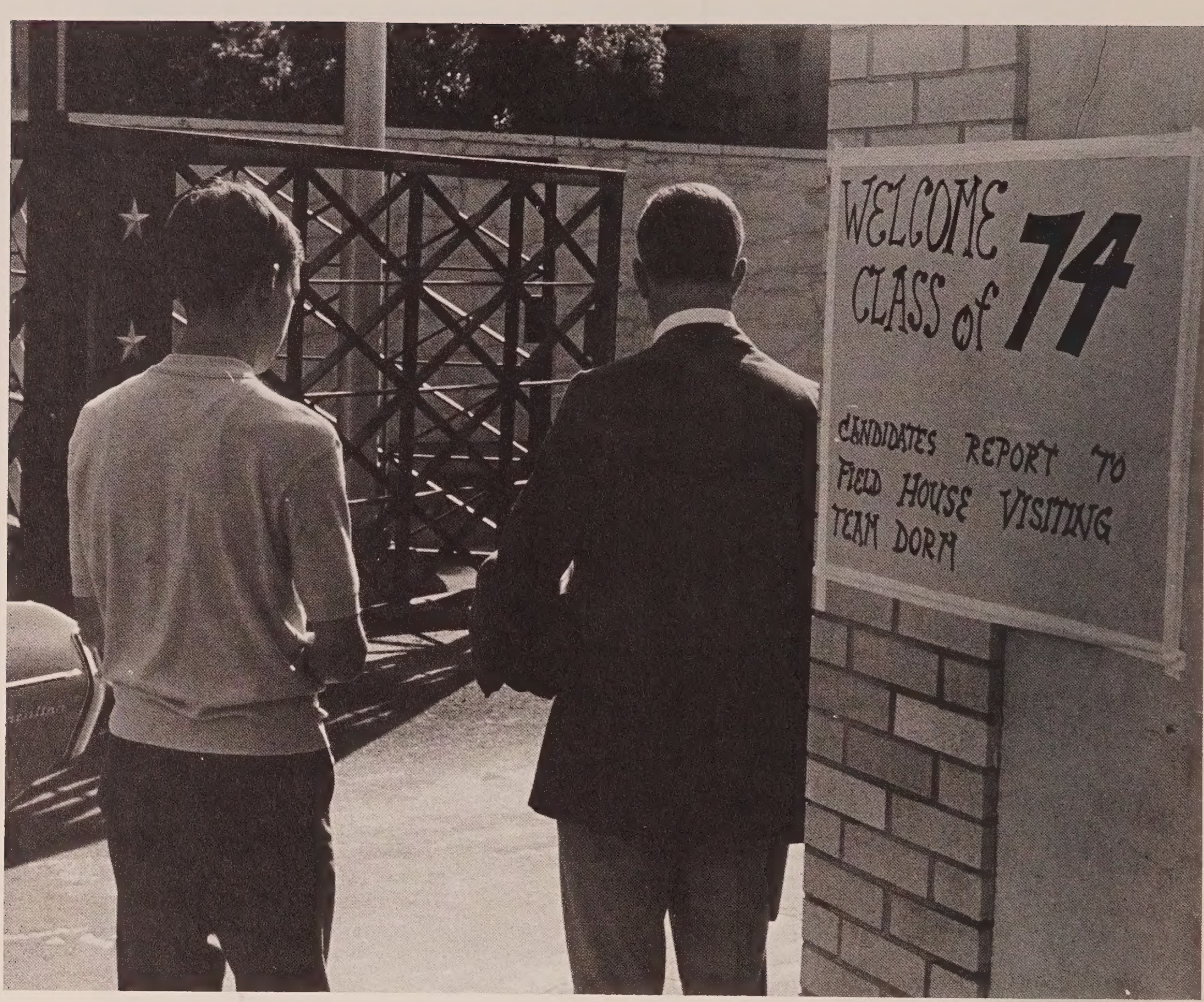
# lucky bag

nineteen hundred and seventy-four

Archives, U.S. Naval Academy

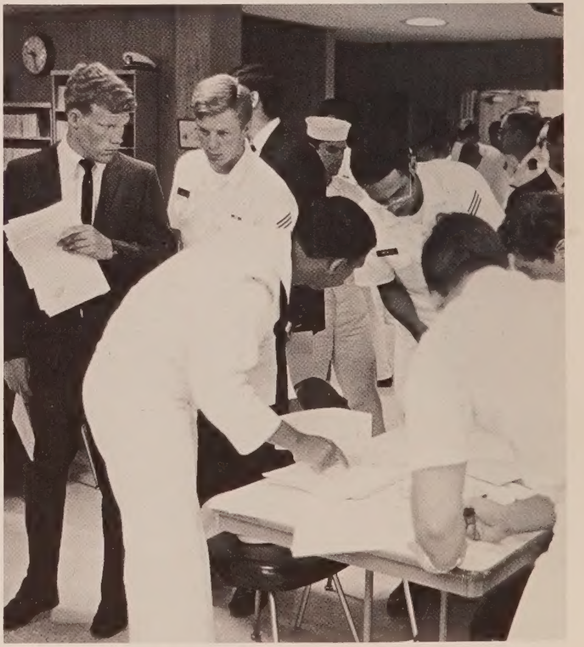

UNITED STATES NAVAL ACADEMY

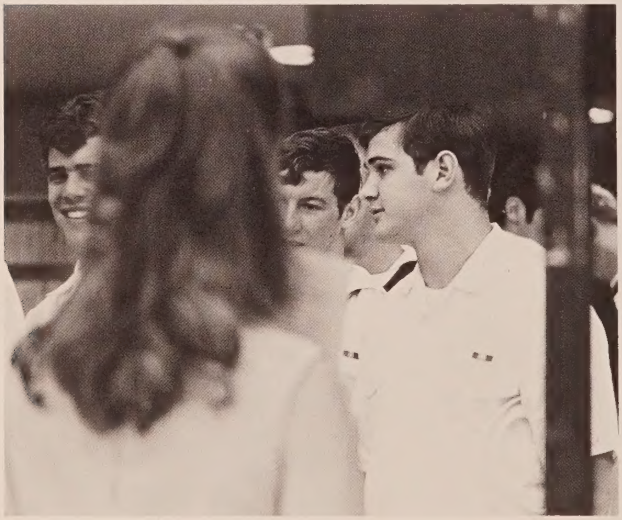
June 29,1970


WELCOME CLASS of 74
CANDIDATES REPORT TO FIELD HOUSE VISITING TEAM DORM

I arrived in Annapolis with a great excitement; it was the excitement of the unknown, or perhaps better, the excitement of my youth. I *was* quite young that lazy June morning, and I wanted them to know I was ready.

But what was I ready for? No one had ever told me, and I am unable even now to tell you. Whatever it was I expected, I was totally unprepared for what I got.



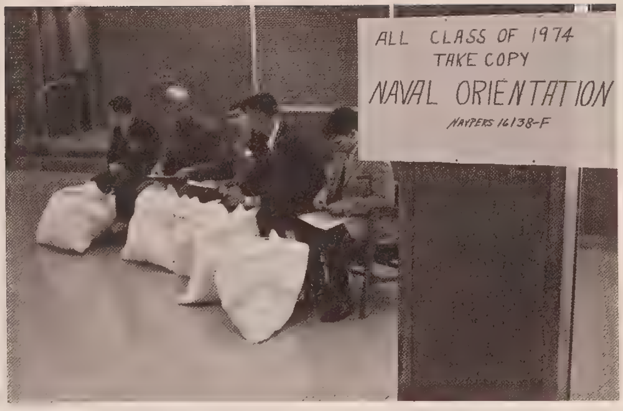


I left my folks and my bags and got in line, and got in line, and got in line, and I got in line . . . .

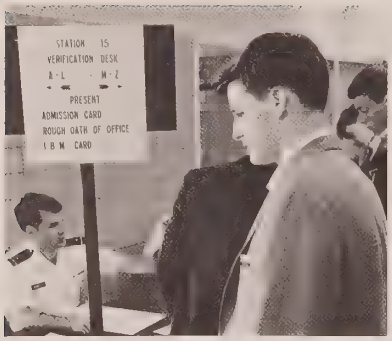
PURINGTON '74
RUSZIN '74
ROWLEY '74
PLUSH '74
SMITH '74
TRUC '74
TROWNSELL '74
SHIGLEY '74
TERMINELLO '74
RICKETTS '74
SHEPARD '74
TALBOTT '74

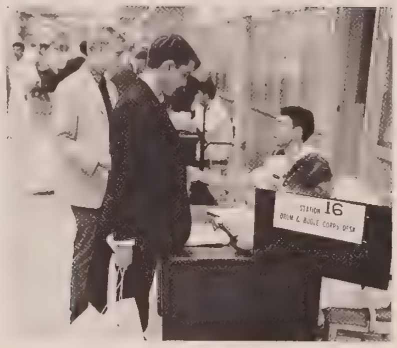
But as much as I hated standing in line, as sure as I was that there was a "better way," I didn't know where I was going, and I needed those lines.

I can remember a moment, in the beginning, when I was sure, when I knew. I had a direction, a purpose. I was in control! Somewhere in the confusion of registration, however, it got taken away. I was being led, and I had to learn something new. I had to learn to follow.

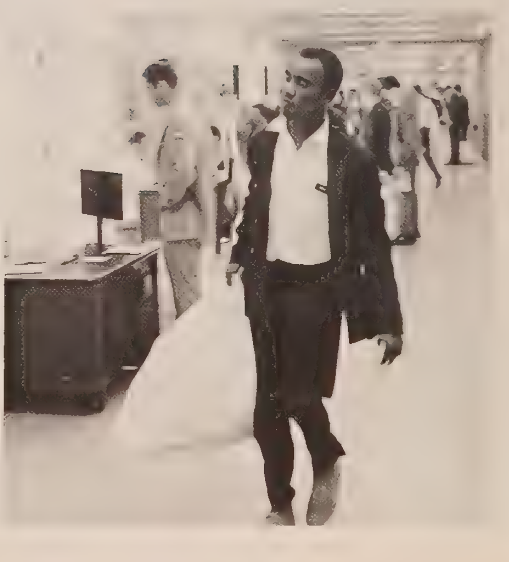

ALL CLASS OF 1974
TAKE COPY
NAVAL ORIENTATION
NAVPERS 16138-F

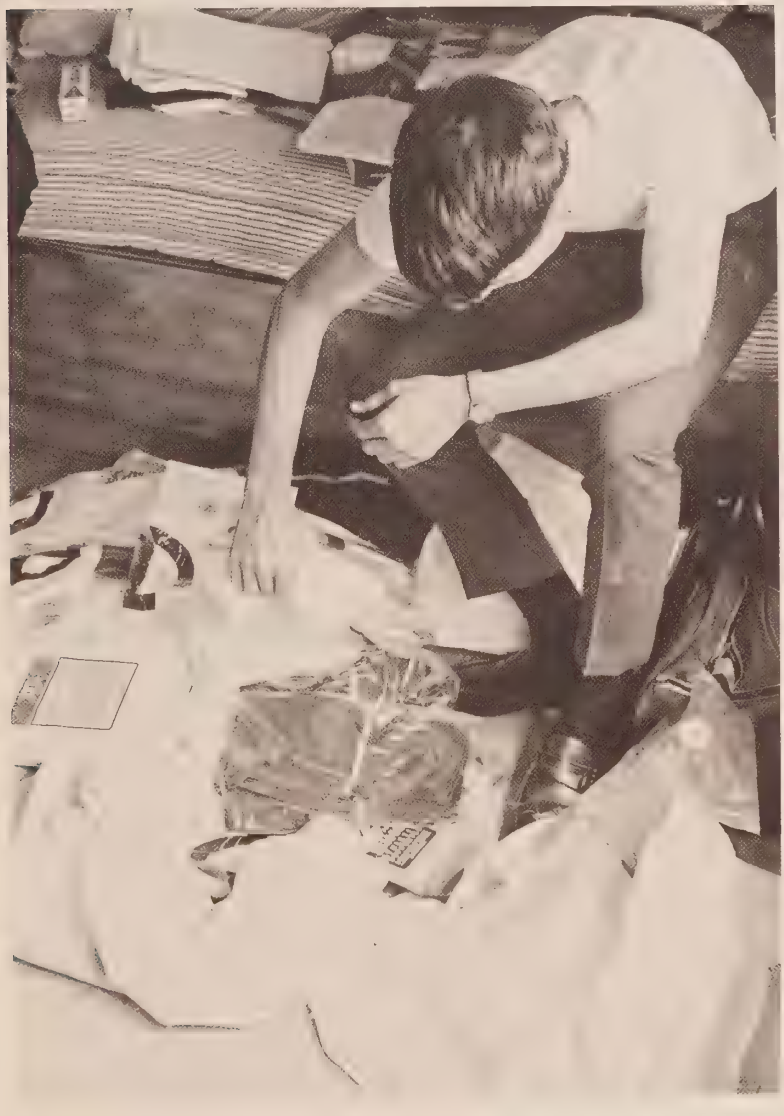
Induction was certainly a learning experience. I discovered I took a "small" in everything save my skivvies, and they were a "large." My shirts were three sizes bigger than I had thought, but that was because I had been wearing the wrong size shoes for so long. They gave me an eight triple A. I tried to tell the man I was a ten C . . . .

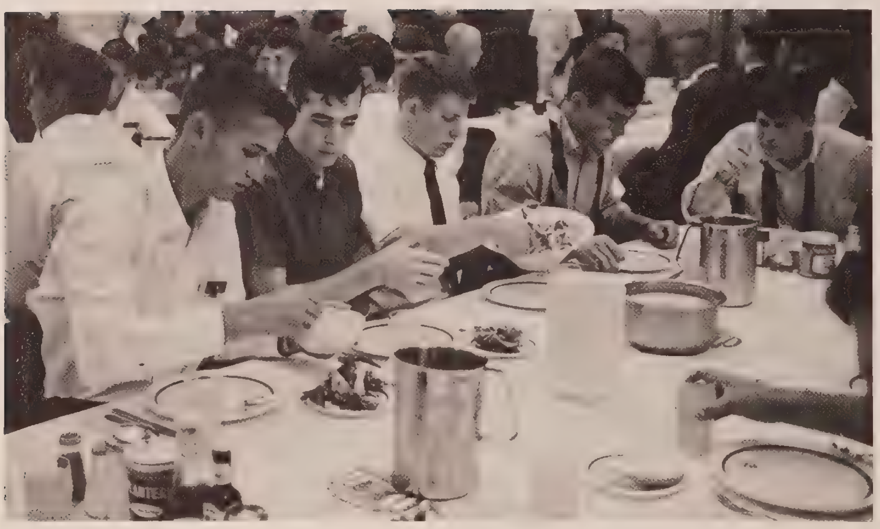

STATION 15
VERIFICATION DESK
A-L M-Z
PRESENT
ADMISSION CARD
ROUGH OATH OF OFFICE
I B M CARD


STATION 16
DRUM & BUGLE CORPS DESK

STATION 17
FOOTBALL
DESK



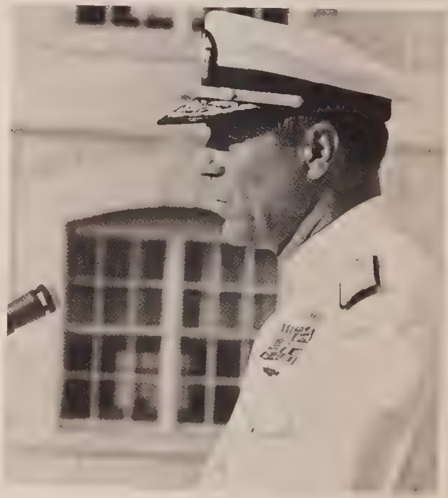




After a morning of custom fittings, I was ready for lunch. Ravioli and salad, broccoli, bread and butter. Wasn't much to look at certainly, but there was no getting around the fact that it tasted good. I was told I'd get this meal coming and going, but at that point I didn't care how I got it—I was starving.

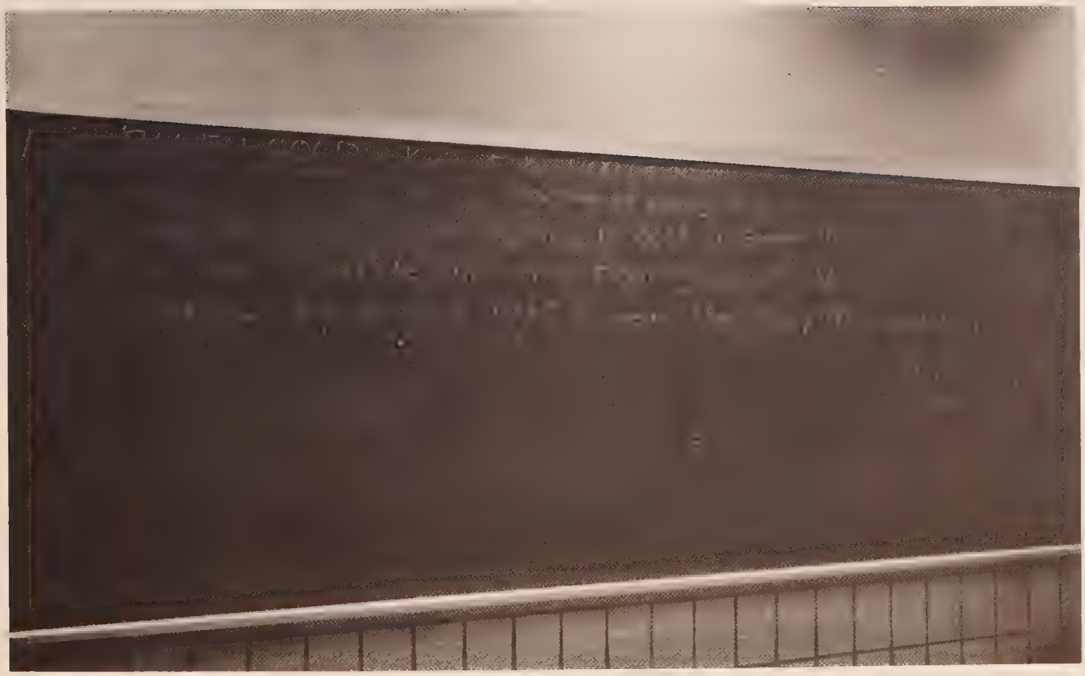
I spent most of the afternoon in my room, marking clothes and discovering. The room itself wasn't too bad—a few pictures and it might even be livable! The view was really pretty, looking out, and it came to grow prettier and prettier as the days passed by. But there wasn't time to really look that first day. There were so many things that had to be done . . . .

But finally it had come. After long hours of waiting in line, hours of folding shirts and socks, I marched into the induction ceremony. And although it was the late afternoon, this was by no means the end; no, this ceremony marked the official beginning of a new life for me.



Sitting before the Admiral, the first time we'd personally met, I was truly unaware of the importance of my being. Before my family and friends, officers and upperclassmen, I sat haplessly, half watching, and half asleep, until . . .

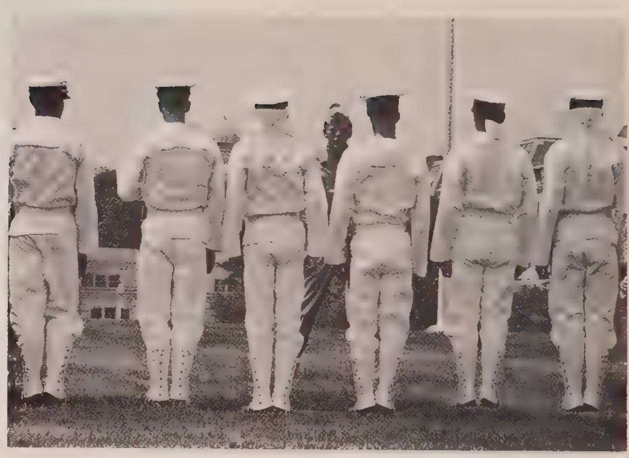
"I, having been appointed a midshipman in the United States Navy, do solemnly swear that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservations or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter: So help me God."

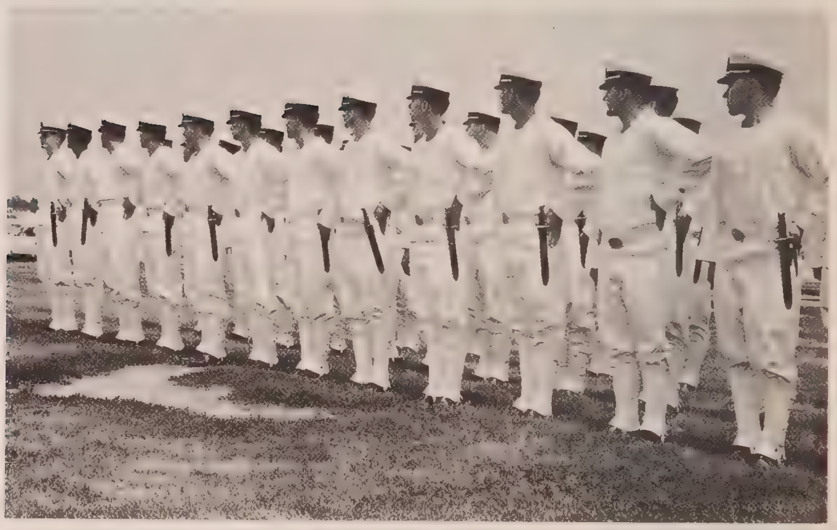


And then it was over. In a couple of moments, Tecumseh Court was clear of all but a few proud parents and brothers. There was only time left for a warm congratulation and a salty good-bye. The formal induction over, my indoctrination would soon begin, for I am . . .

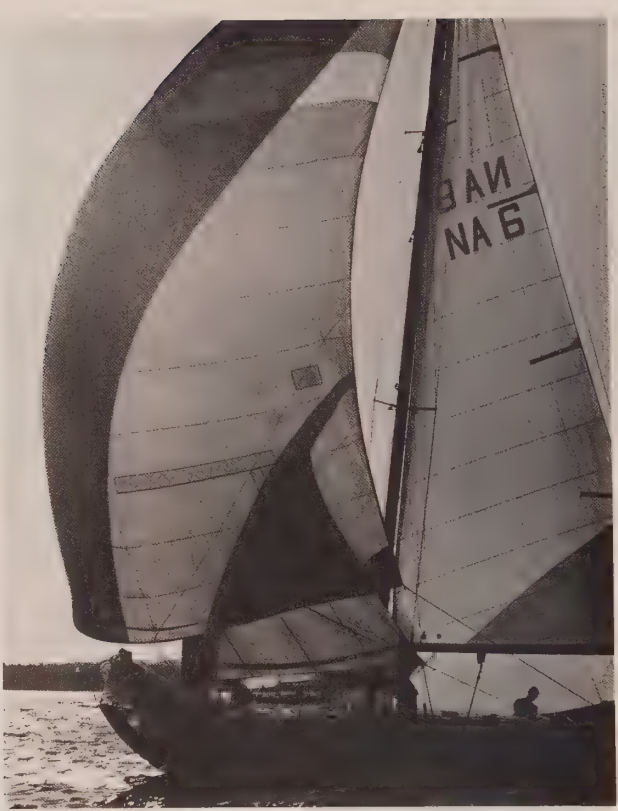
CHAUVENET HALL

## . . . THE CLASS OF 1974.



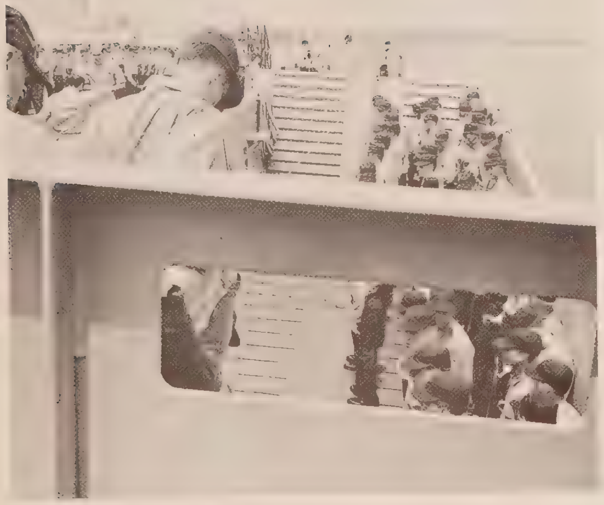


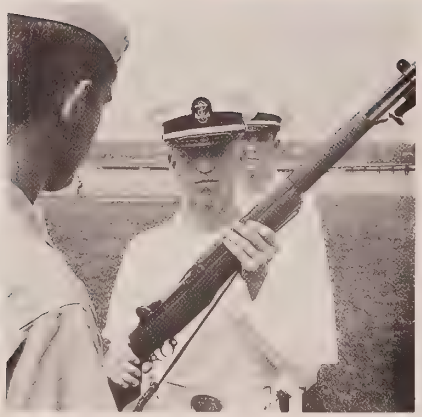
Plebe summer was definitely a trying time. In my transition from civilian to military life, I felt many moments of bewilderment, fatigue, and exasperating frustration. It was hard work, but not *all* work . . .

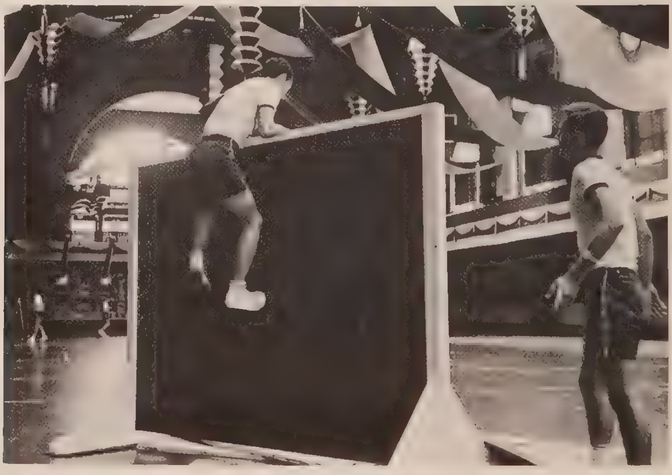

NA 6

JACK

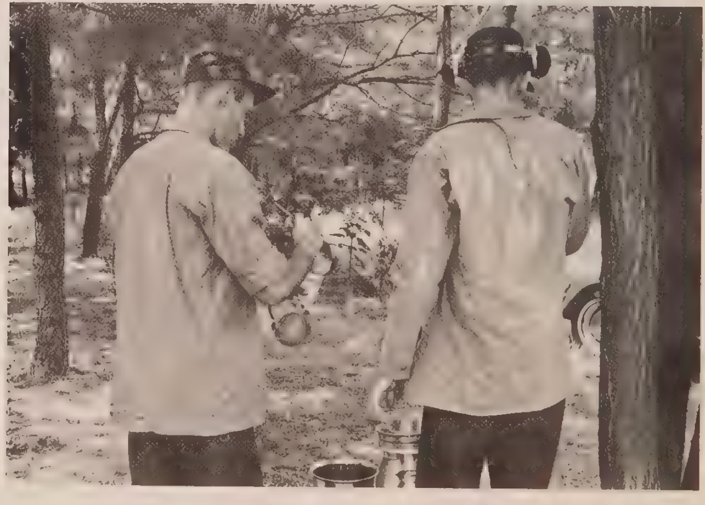
10



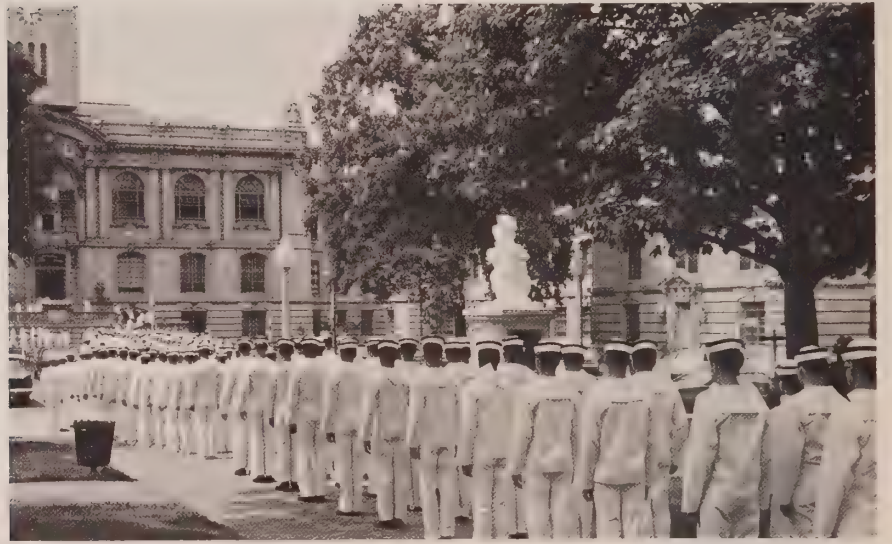


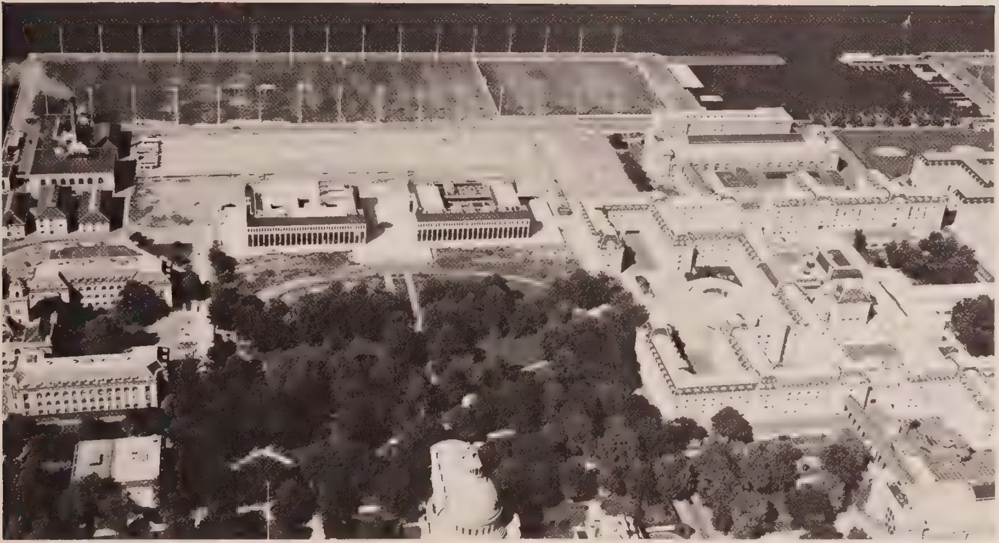


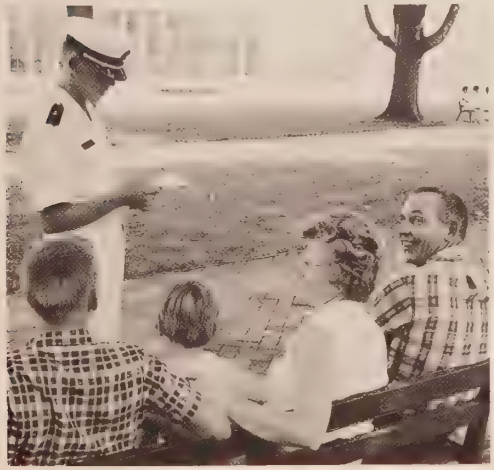
And although there was a great deal of importance in the training I received, there were certain aspects in which I could see no purpose, such as marching . . . .



. . . and marching . . .

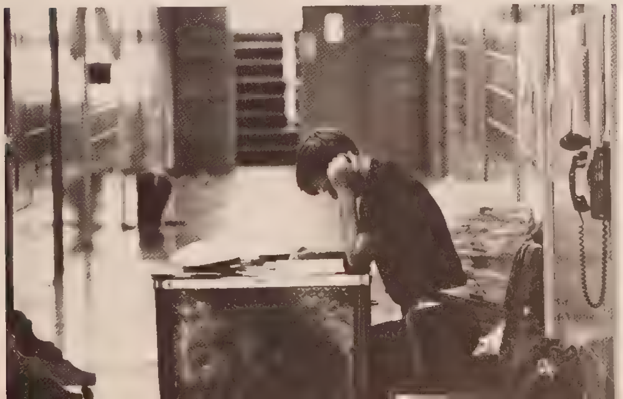




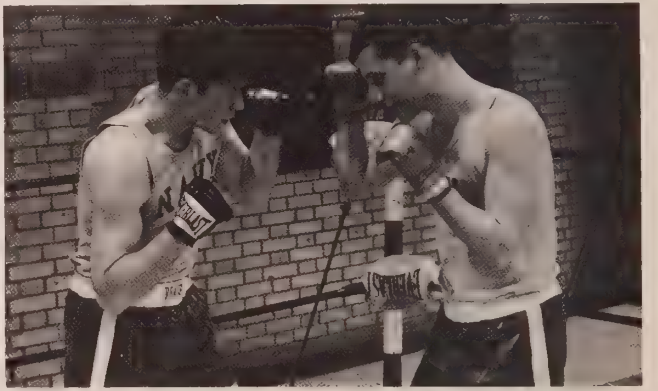


16 PLT.
HI
2ND SQUAD
MOM

. . .and marching.

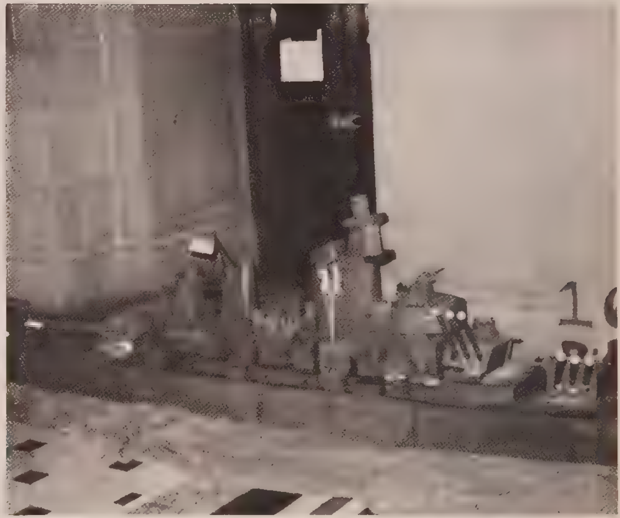


For all my fears and anxieties, the Brigade returned without any brass knuckles or thumbscrews, although I soon realized there were many other kinds of screws . . . .

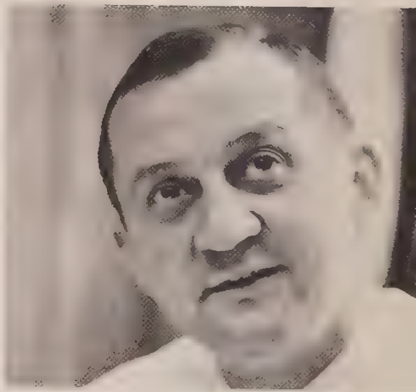


WELCOME

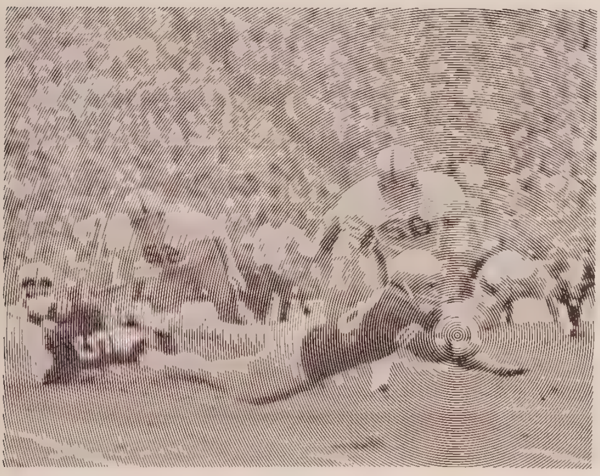
My apprehensions about academic year rang true, and I soon found that my limited organizational qualities inbued over the summer needed much refining, for there was never enough time.

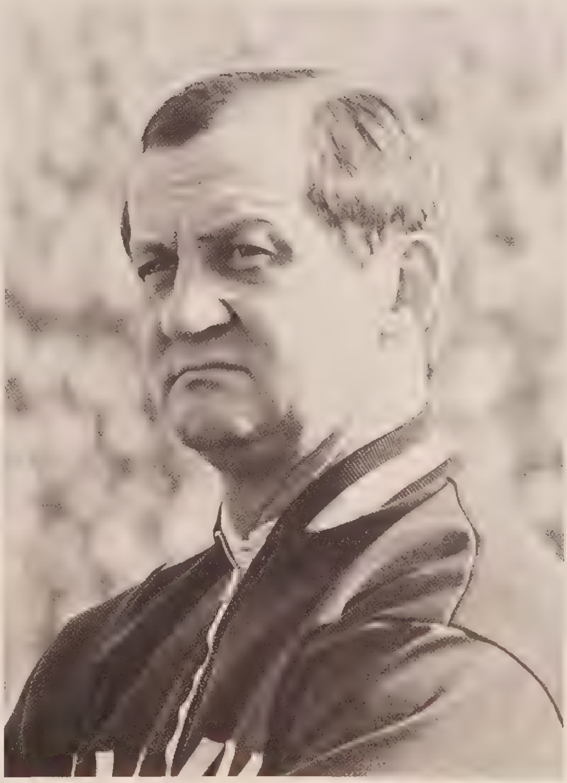


NAVY
28
28
BEAT
ARMY



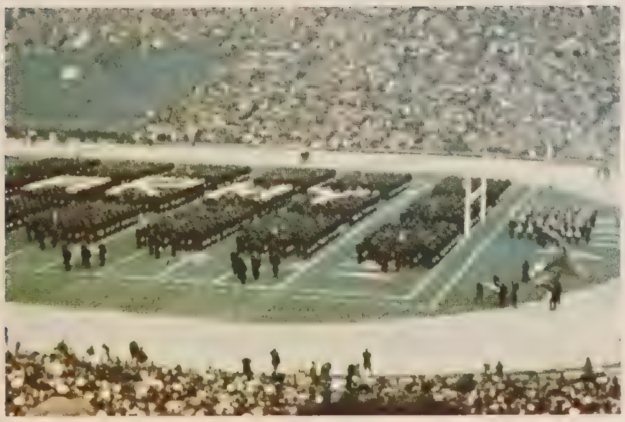
BEAT ARMY





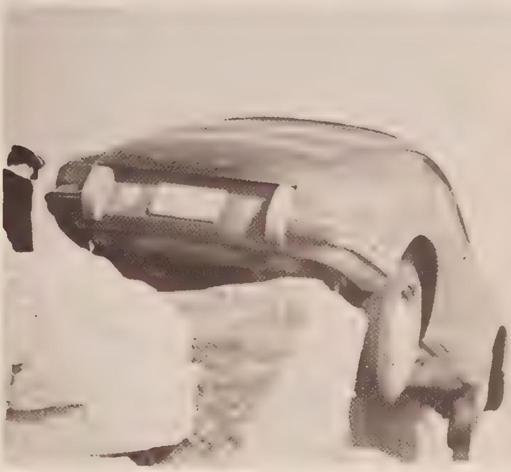
KNIGHT CLEANERS
KNIGHT CLEANERS

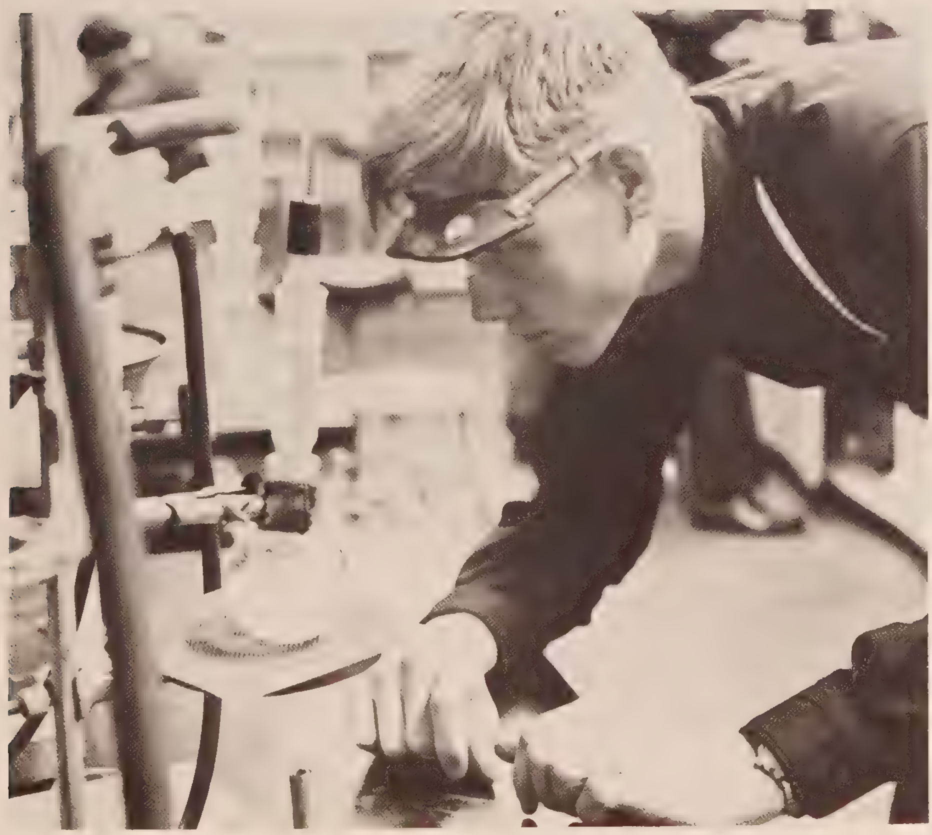
I was told the plebe class carries the spirit of the Brigade, and, although Navy's spirit seemed to be luffing apathetically all fall, I was able to fill the sails at Philly enough to carry on until Christmas.



BEAT
N
ARMY

MOON
BASED
GRAPH





It was a long time coming . . .

. . .and a long, hard climb . . .

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6
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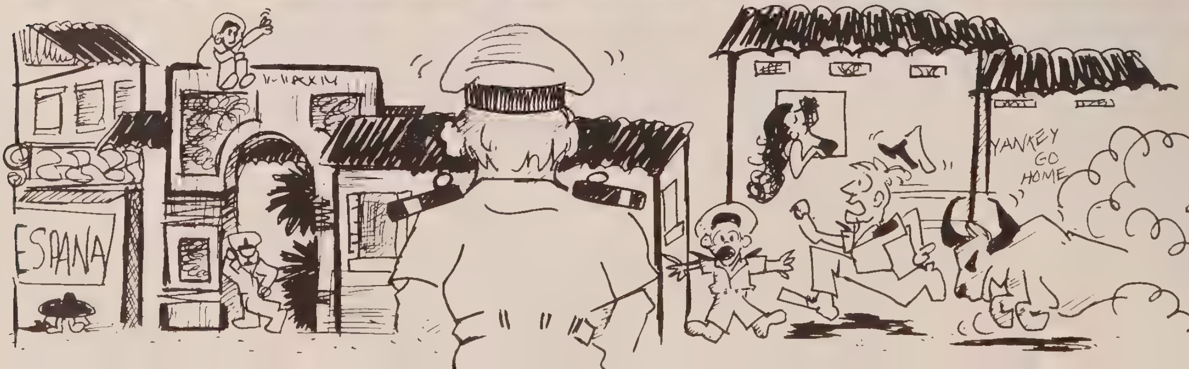
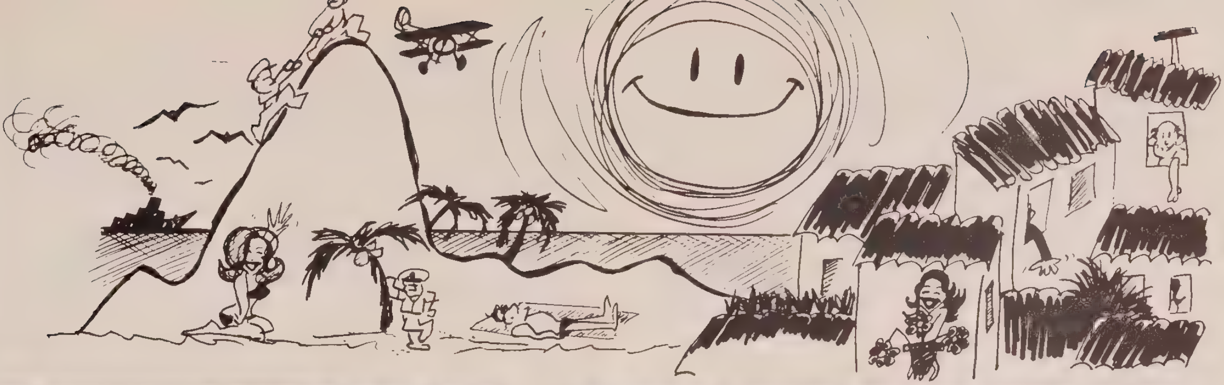
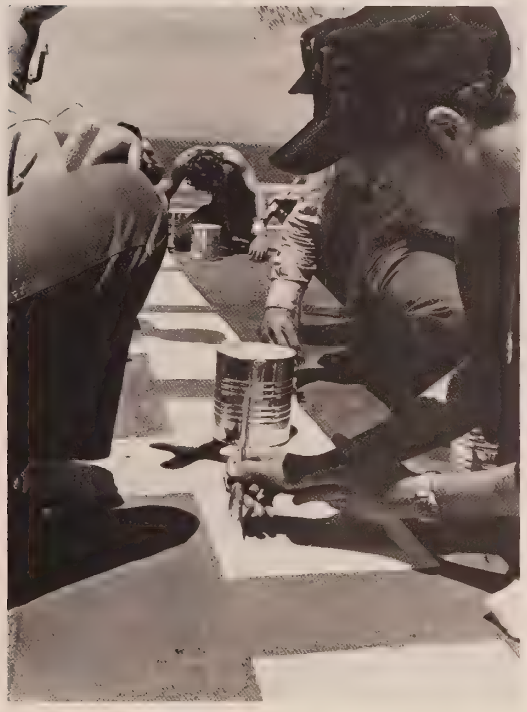
5
U S NAVY
U S NAVY
U S NAVY
U S NAVY

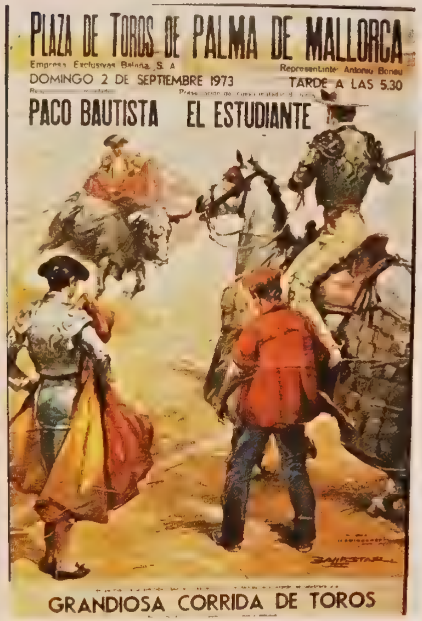
. . .but my first June Week will be long remembered.


ESPANA
YANKEY GO HOME



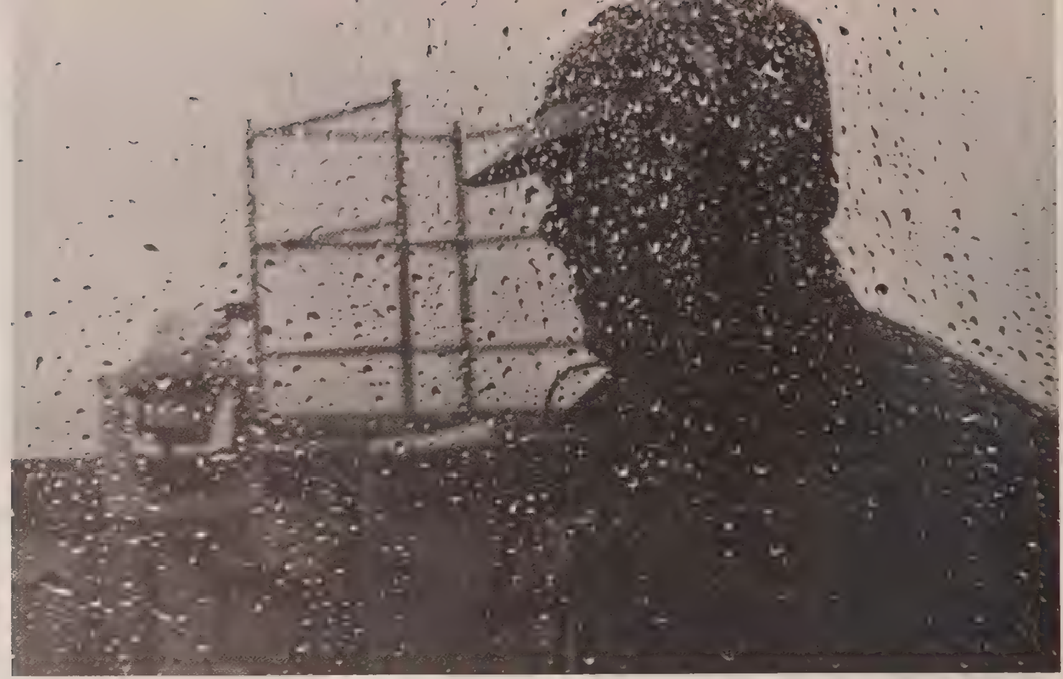


Two brothers,
Seeking adventure and knowledge.
Stood back to back and left their common home.
Getting closer together with each step they took
Apart,
To find reunion in the Chapel Dome.

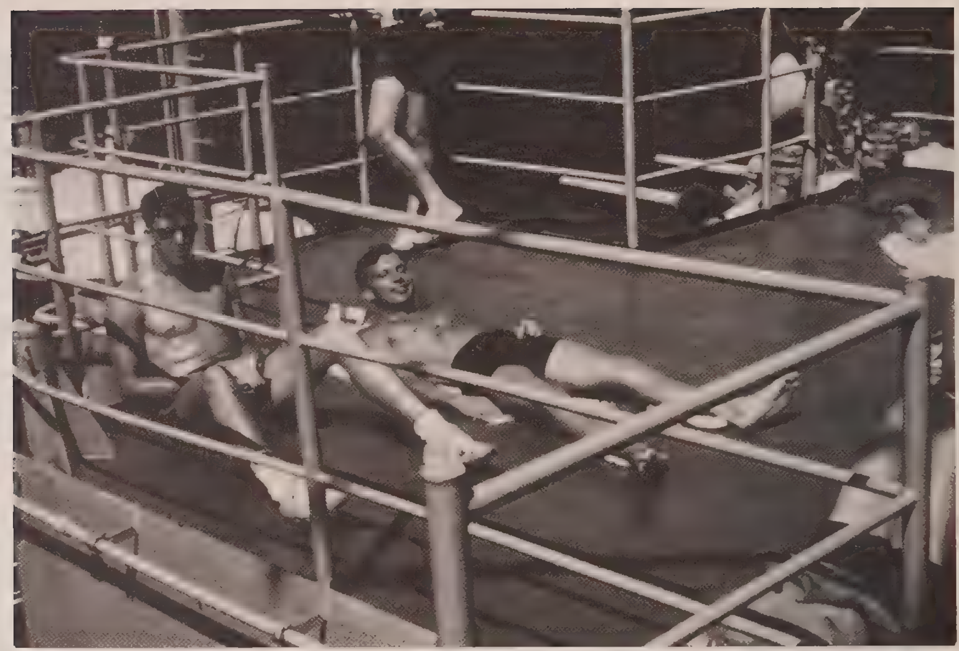

PLAZA DE TOROS DE PALMA DE MALLORCA
Empresa Exclusivas Balaña, S. A.
Representante: Antonio Boneu
DOMINGO 2 DE SEPTIEMBRE 1973
TARDE A LAS 5.30
PACO BAUTISTA
EL ESTUDIANTE
GRANDIOSA CORRIDA DE TOROS

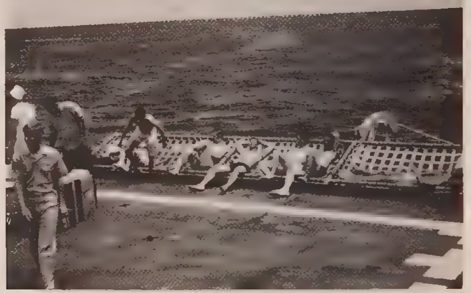
77

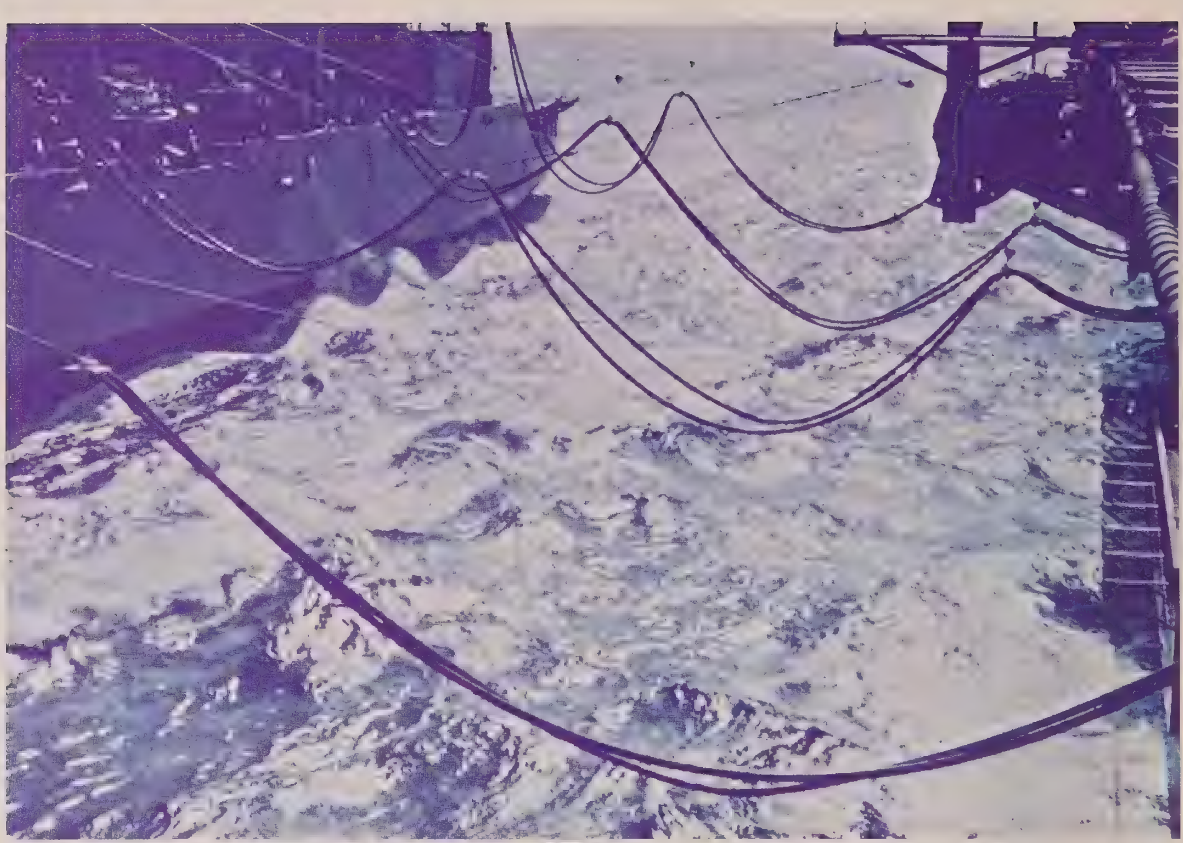
LPD12-2

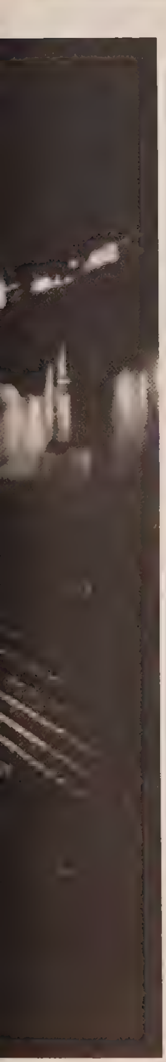


MAX FACT
CHERI
Coca-Cola



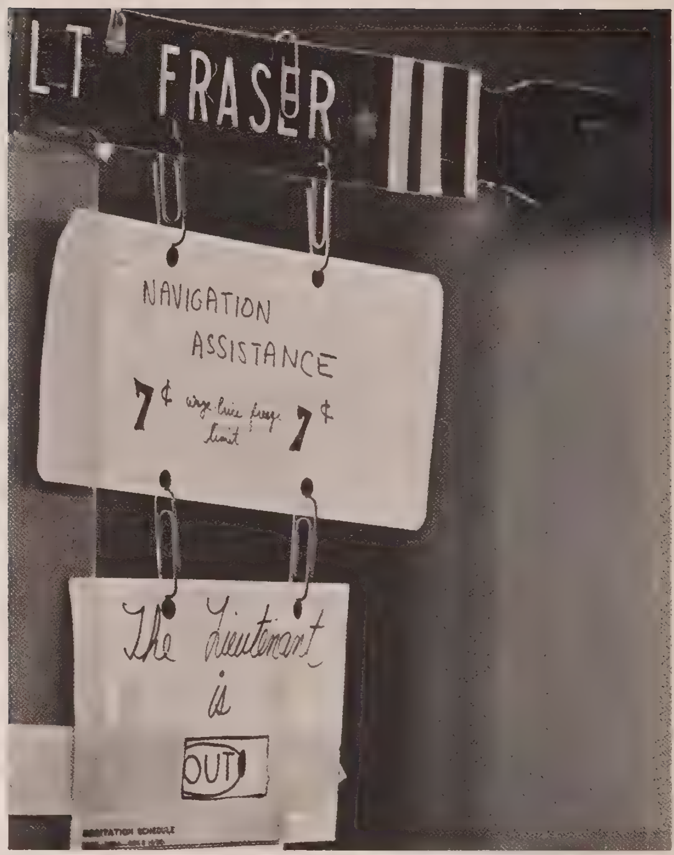






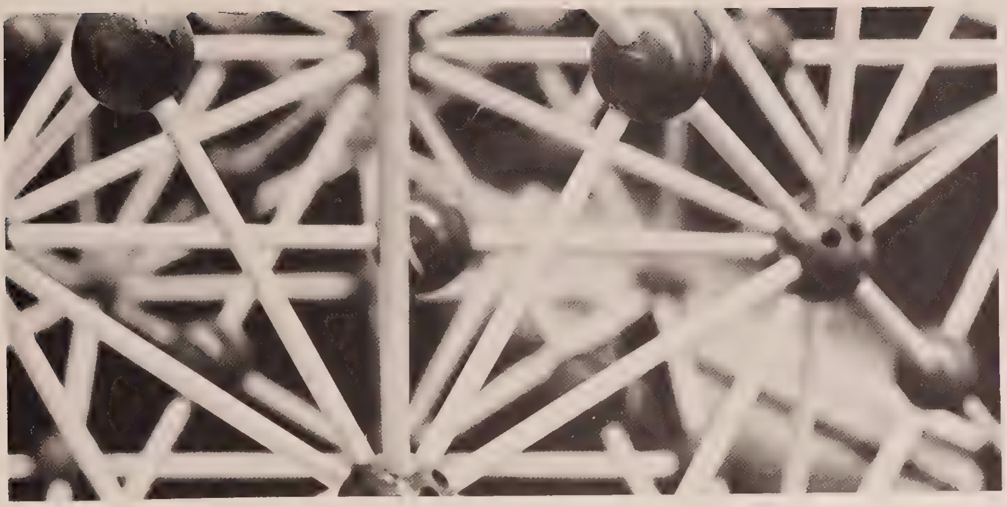
I've lost my dreams of summer,
As they slowly drifted away.
And for some reason I stood there
And let them slip away.

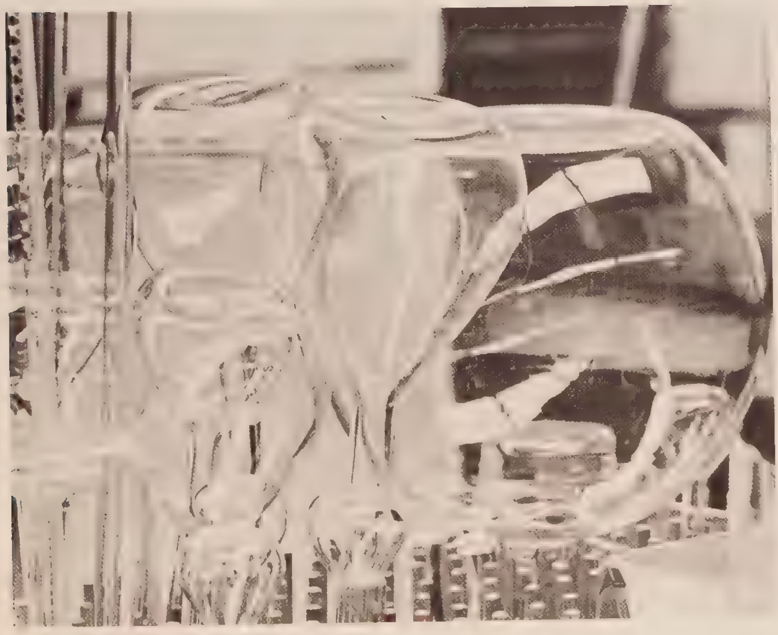
—W.D. Kleshefsky


LT FRASER
NAVIGATION
ASSISTANCE
7¢ wage-price freeze limit 7¢
The Lieutenant
is
OUT

With the burden of plebe year subservience removed, I was looking forward to broadening my horizens . . .

EVEREA
IGN
DRY C





74
USNA
DUKE

G.J.STACHELCZYK

. . . unfortunately, I only got as far as Michelson and Luce Hall, for Physics and P-works plagued my privacy the entire year.

YOUNGSTER POWER WILL DESTROY ARMY

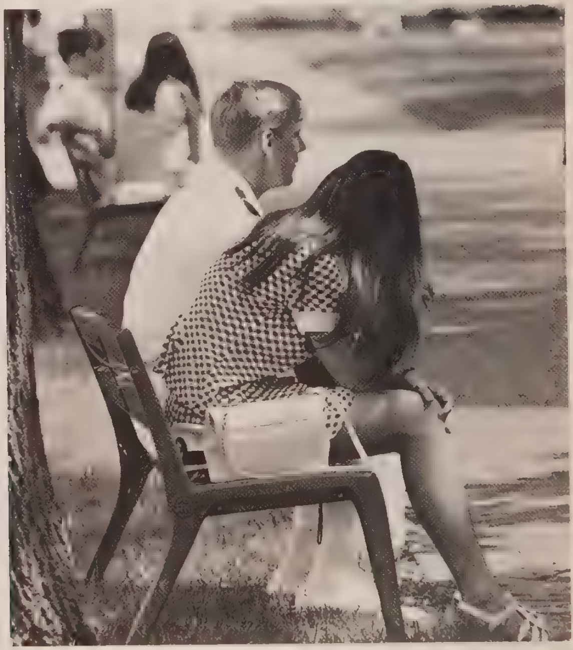
waiting
to hear from you
a word
to get me through
a smile
to make my day
a thought
sent my way
a letter
i hope to find
to know
i'm on your mind

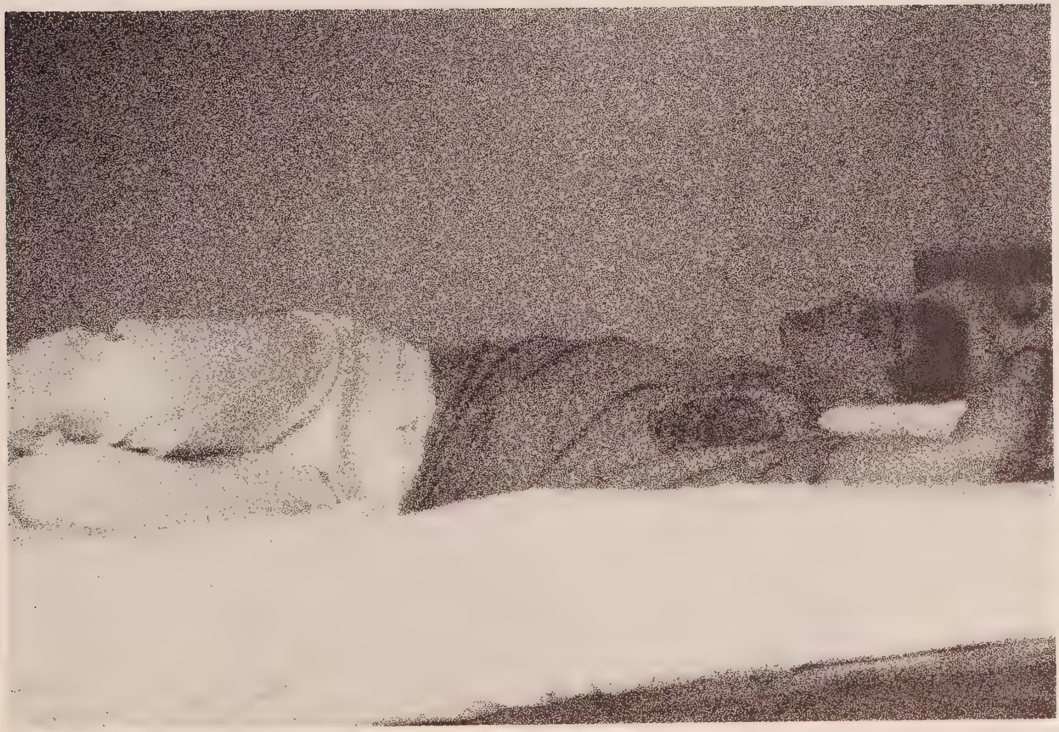
—W.D. Kleshefsky

BRICK

EASTERN
735
EASTERN "CHARTERS UNLIMITED" WELCOMES
MIDSHIPMEN - U. S. NAVAL ACADEMY
TO
HOUSTON
EASTERN "CHARTERS UNLIMITED" WELCOMES
MIDSHIPMEN - U. S. NAVAL ACADEMY
TO
HOUSTON

BRIGADE OF MIDSHIPMEN
U.S. NAVAL ACADEMY
DRUM
CORPS





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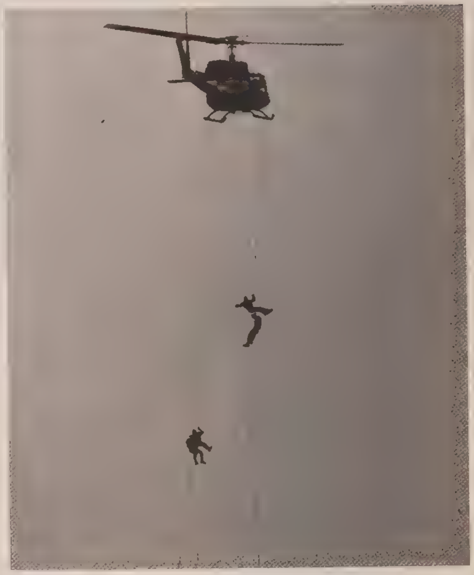


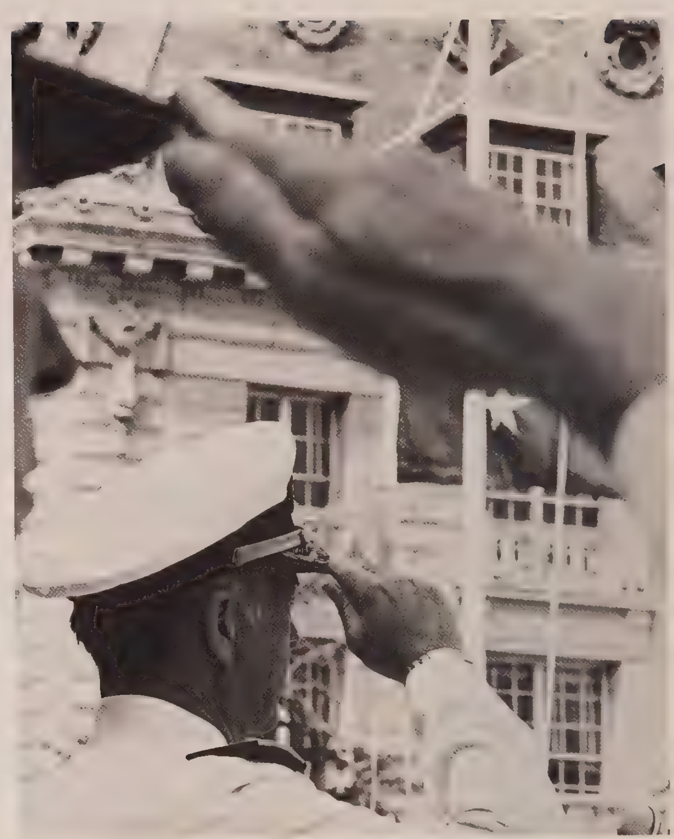
E

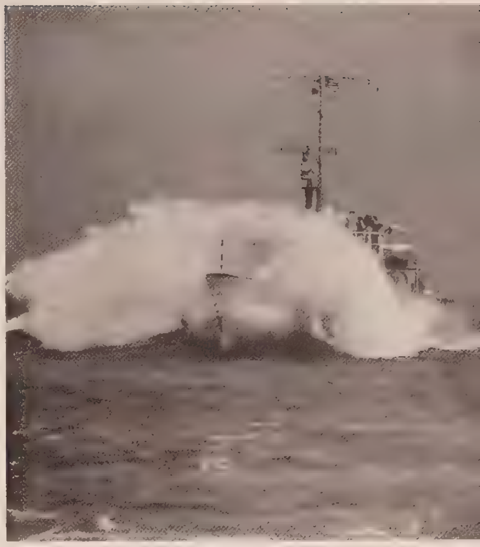
He stood beside the river,
Looking for tomorrow.

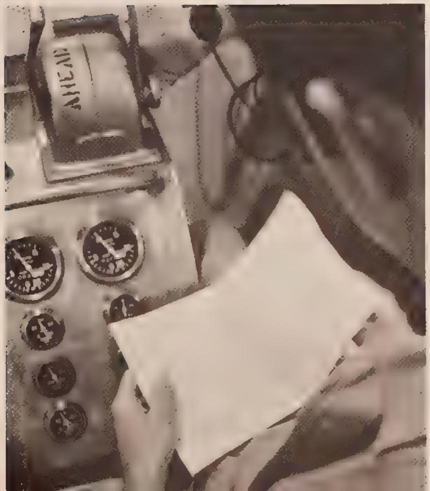
Beneath the surface, the
Fish
Swam silently.
He watched the swans
Glide by, dressed in
Majestic
Whites and greys.
The bull frogs offered their vocation.
Entertaining in their amphibious play.
And in the water's
Reflection,
There appeared flocks and flocks of
Birds.

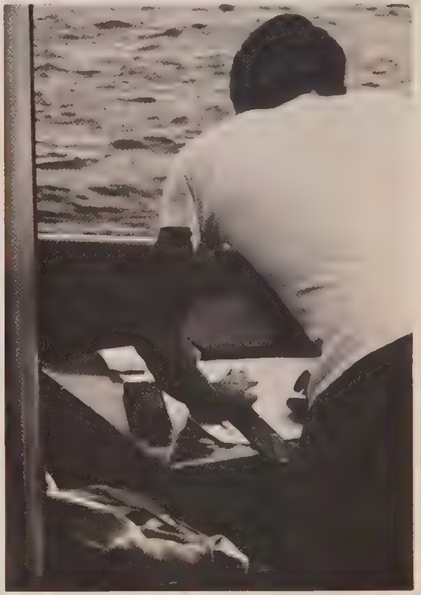
American

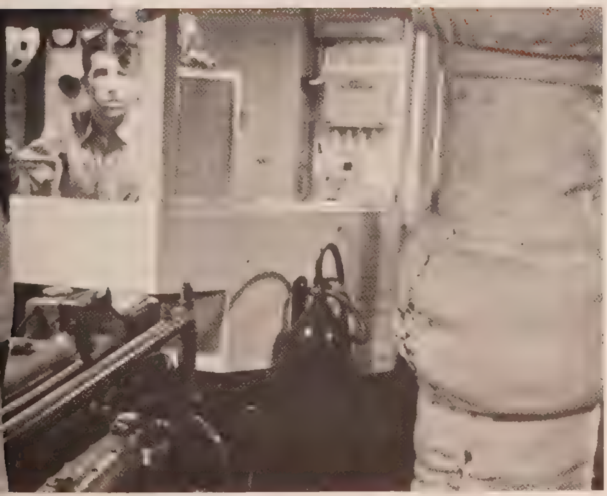
ANNAPOLIS OF THE AIR



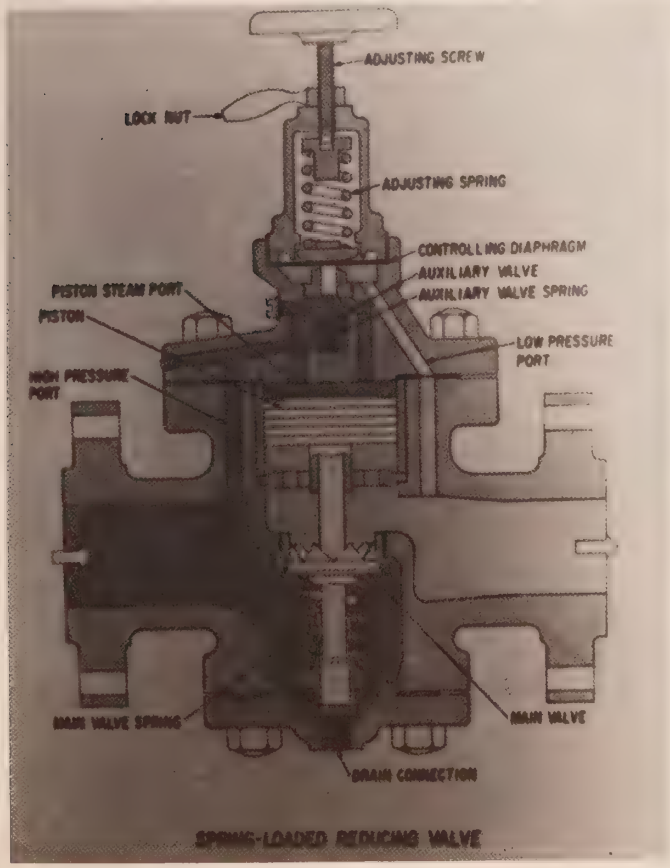


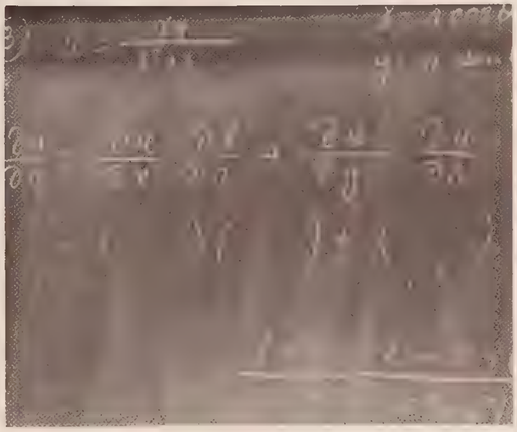

AHEAD





Once again academics become a major part of my life . . . .


ADJUSTING SCREW
LOCK NUT
ADJUSTING SPRING
CONTROLLING DIAPHRAGM
AUXILIARY VALVE
AUXILIARY VALVE SPRING
PISTON STEAM PORT
PISTON
LOW PRESSURE PORT
HIGH PRESSURE PORT
MAIN VALVE SPRING
MAIN VALVE
DRAIN CONNECTION
SPRING-LOADED REDUCING VALVE

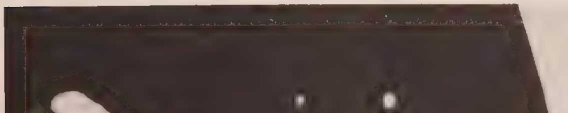


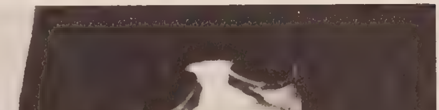
But there is more now. Increased liberty, with increased responsibilities . . .

I am charged with administering the plebe indoctrination system.

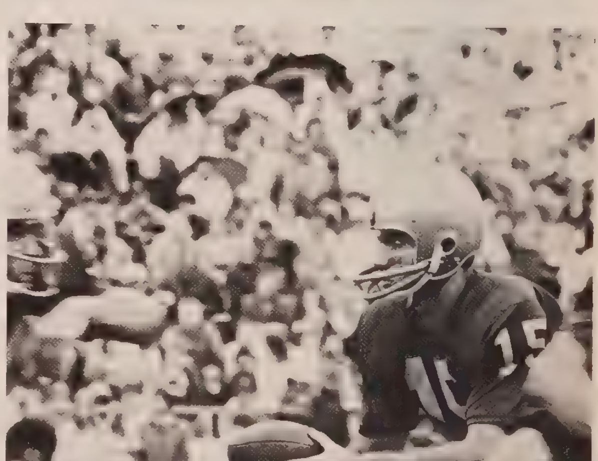
"BRACE UP, MISTER!"

SS MOHAIR





15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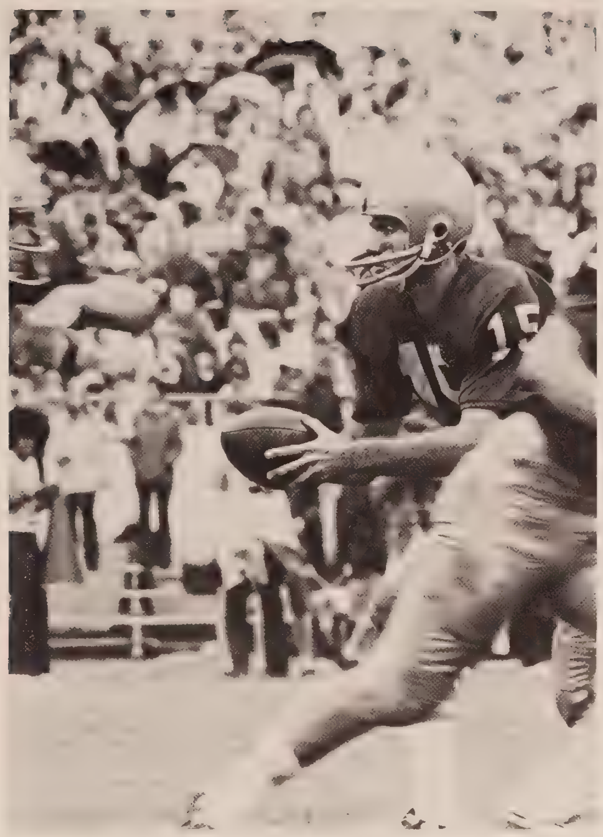
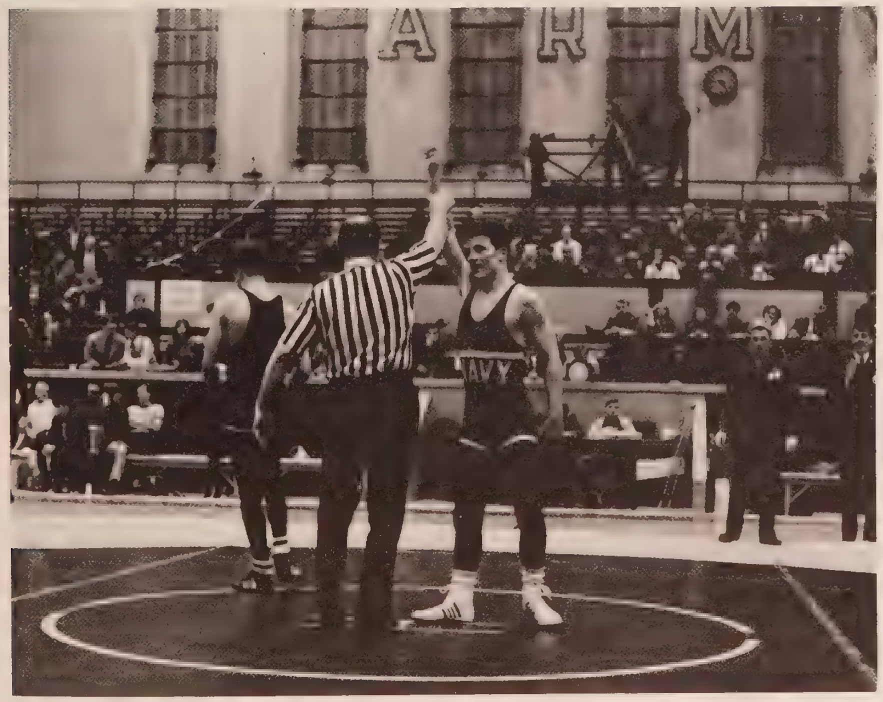
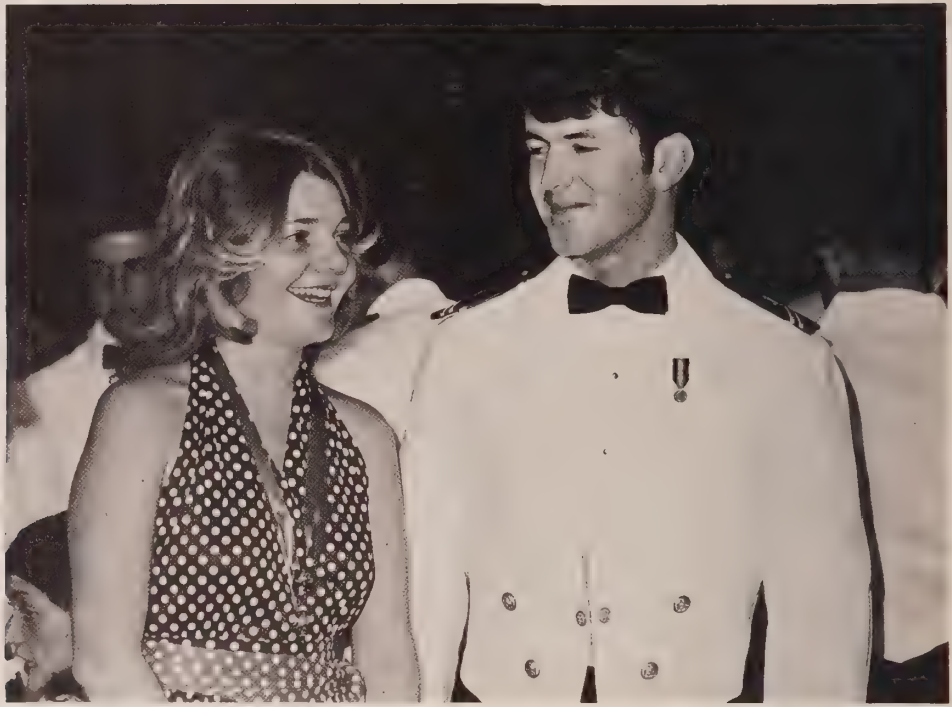


ARMY 23–NAVY 15

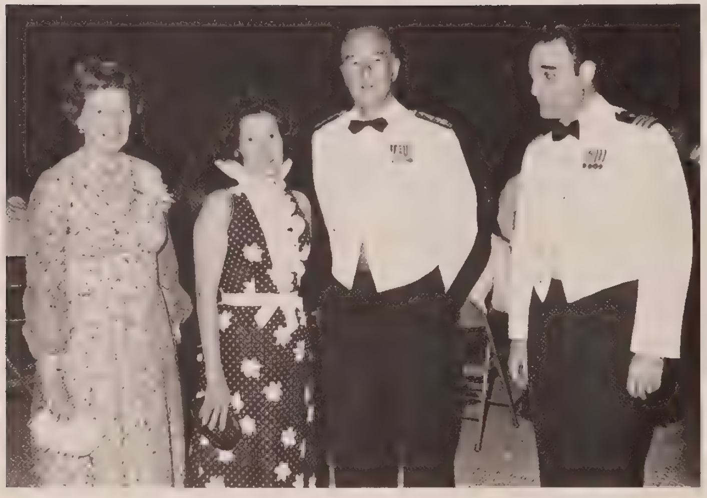

ARMY
NAVY

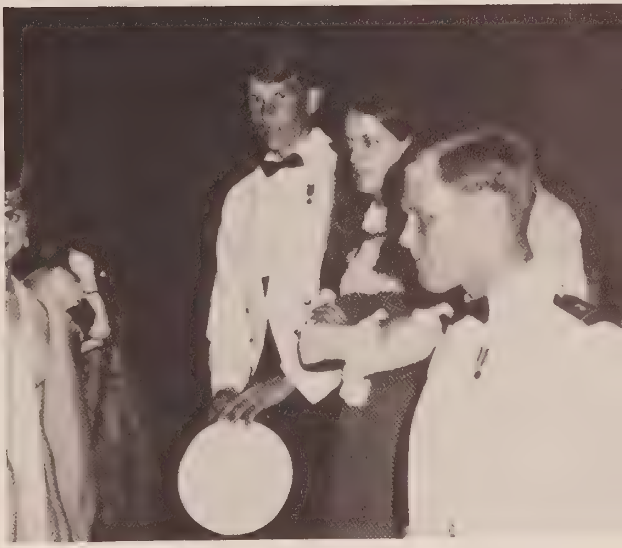
MAREDEA
MAREDEA
U.S.N.A.

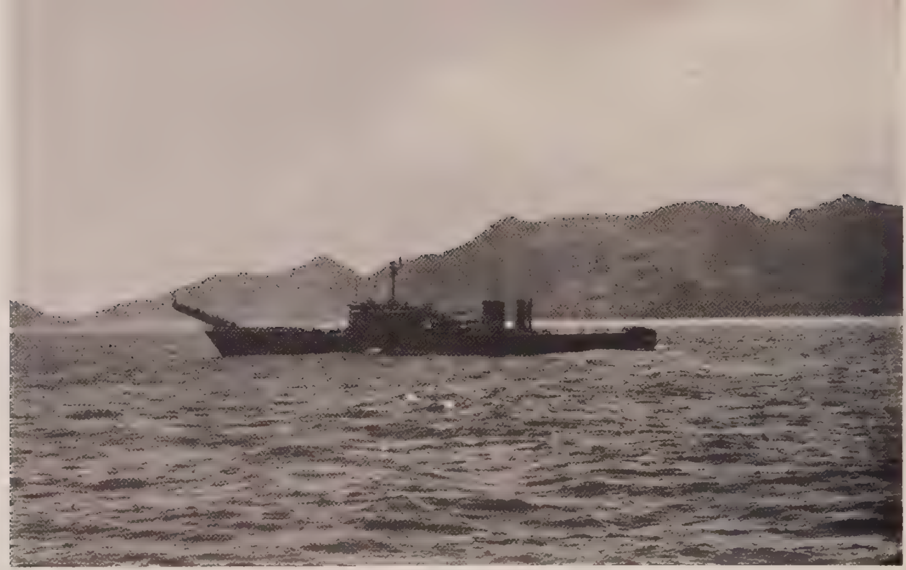
Ring Dance
1973



Class





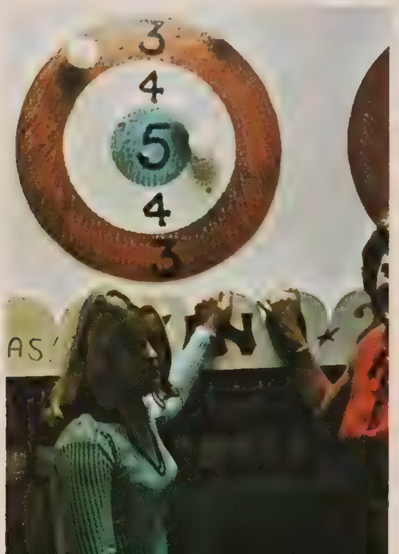


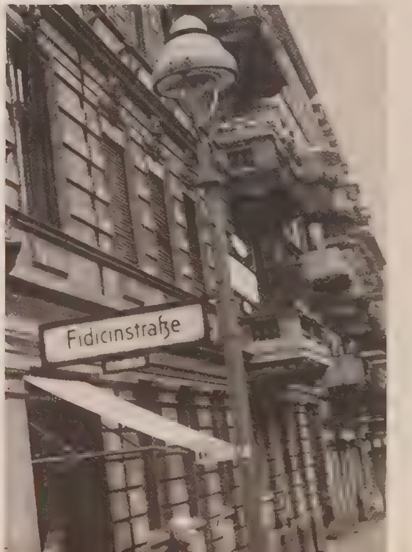
1008

He was a runner.
With only a single year left to compete,
He knew the summer would be important.
It was a time to train, and a
Time to teach.
A time to teach himself.
And through his teaching, he knew he *must*
Learn.

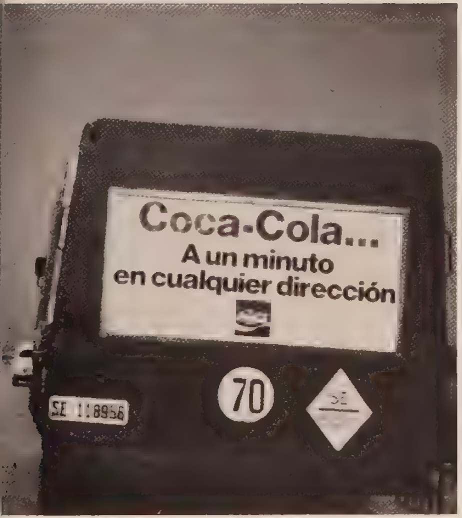
NK
158039
NAVY
11
NK
158031
NAVY

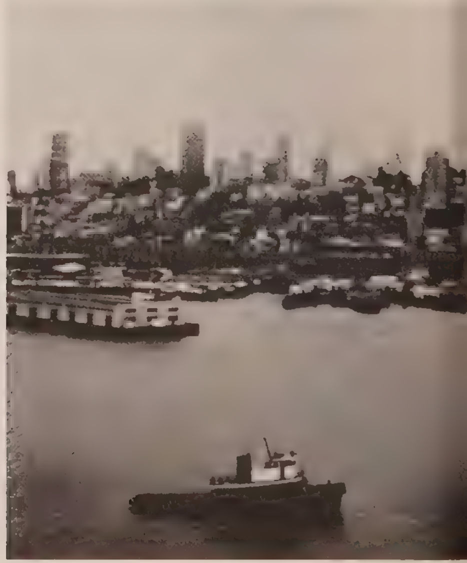
Schultheiss
Wienerwald
Wienerwald

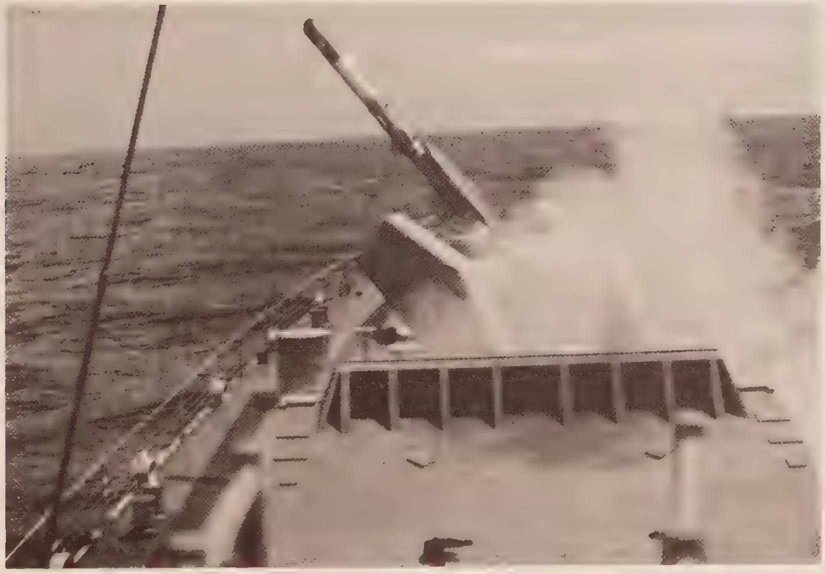

3
4
5
4
3
AS!


Fidicinstraße

Welcome to Berlin
PEPSI-COLA

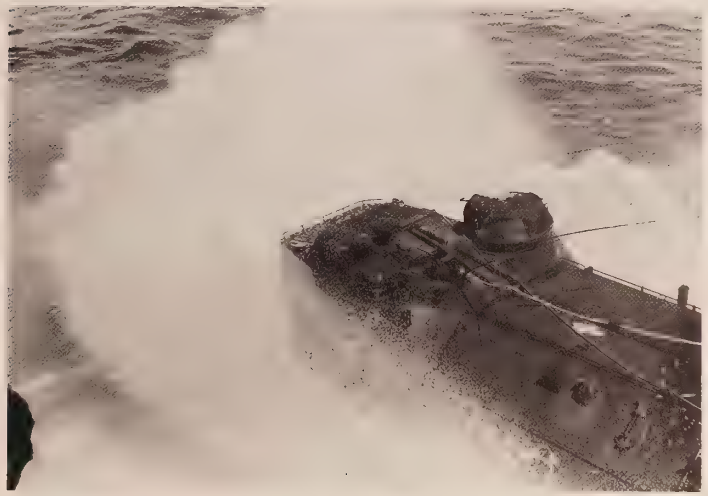

Coca-Cola...
A un minuto
en cualquier dirección
70

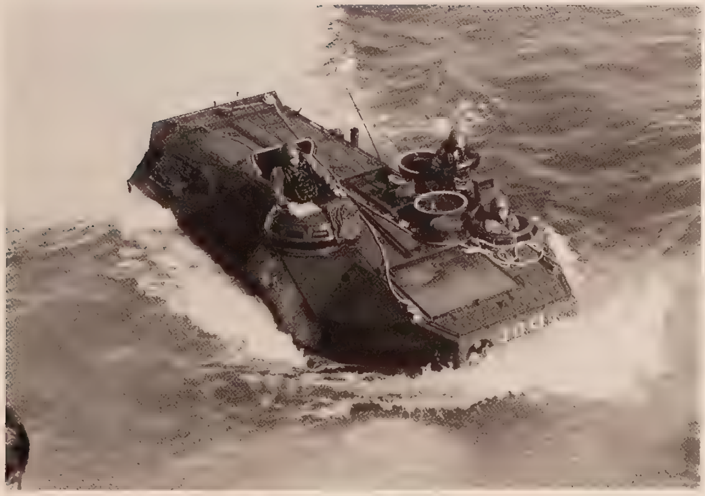


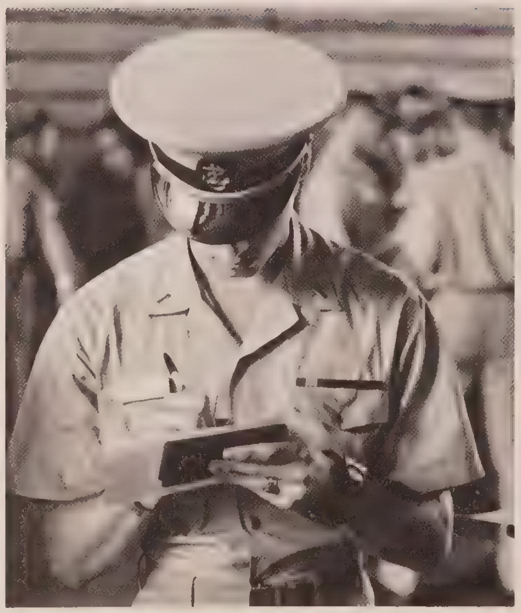


NK

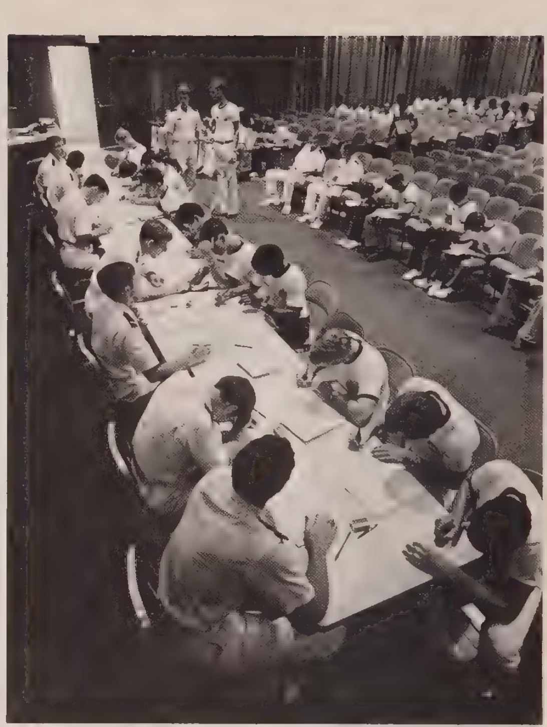
5888
NAVY
5897
NAVY

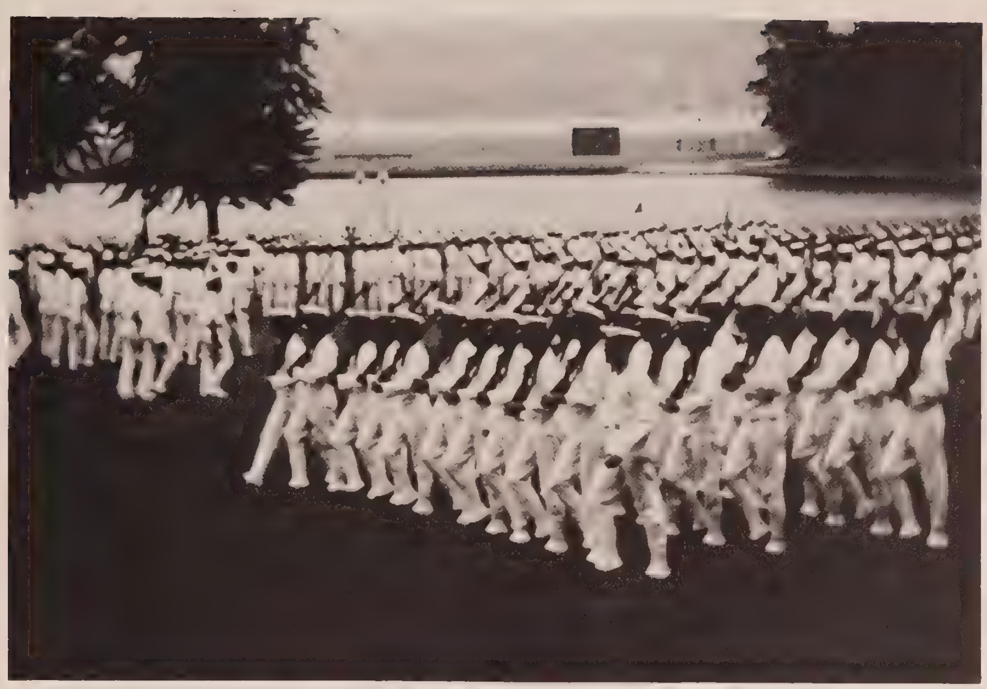


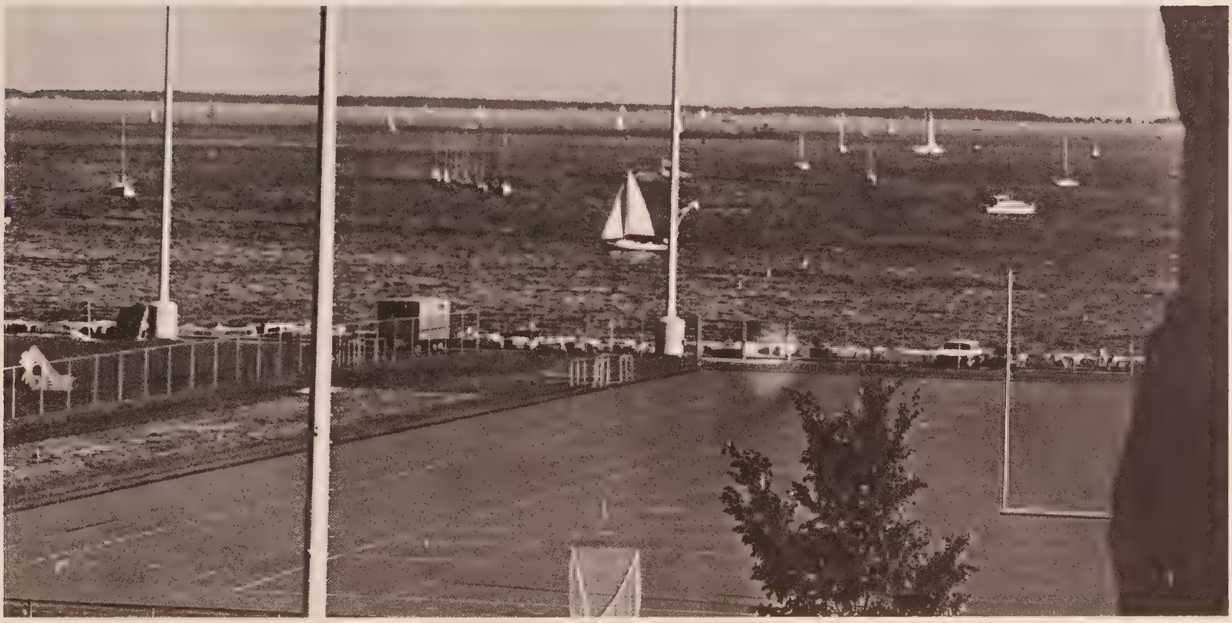


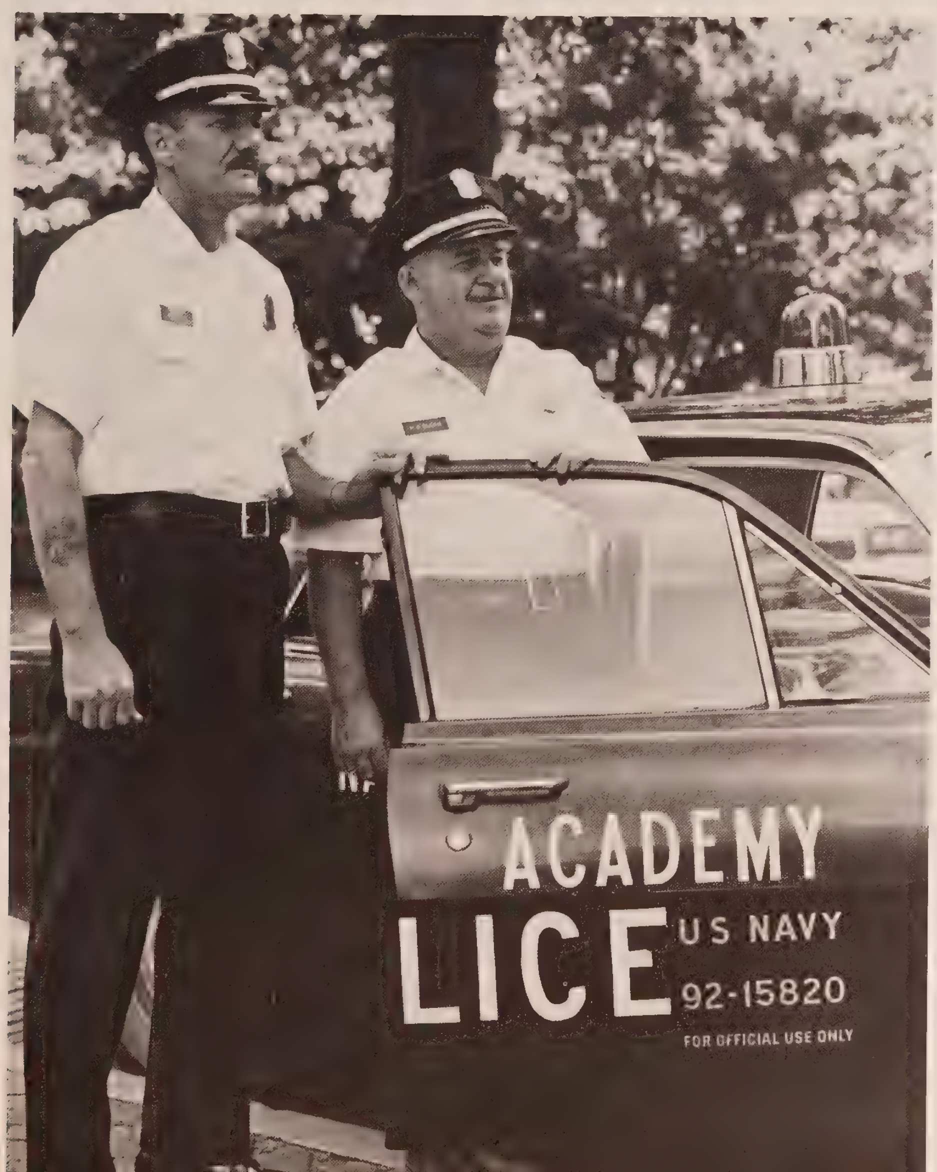


76

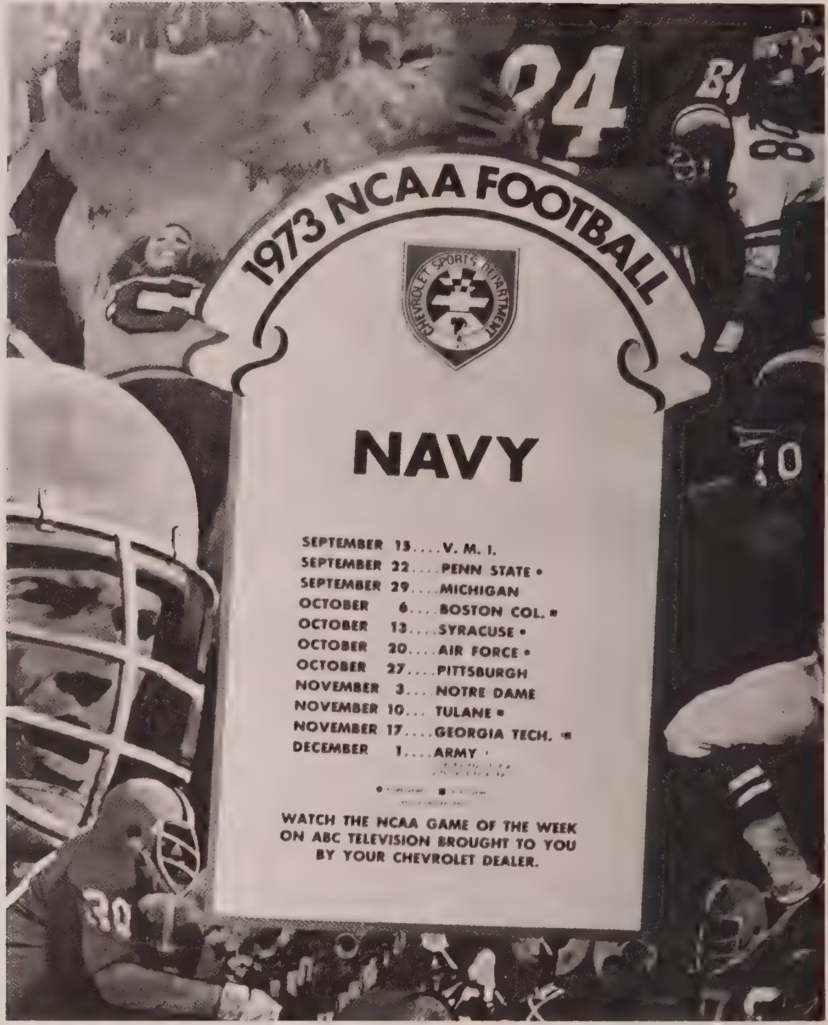







ACADEMY
LICE
U S NAVY
92-15820
FOR OFFICIAL USE ONLY

The autumal season of 1973 brought me back once more to Annapolis and academics.



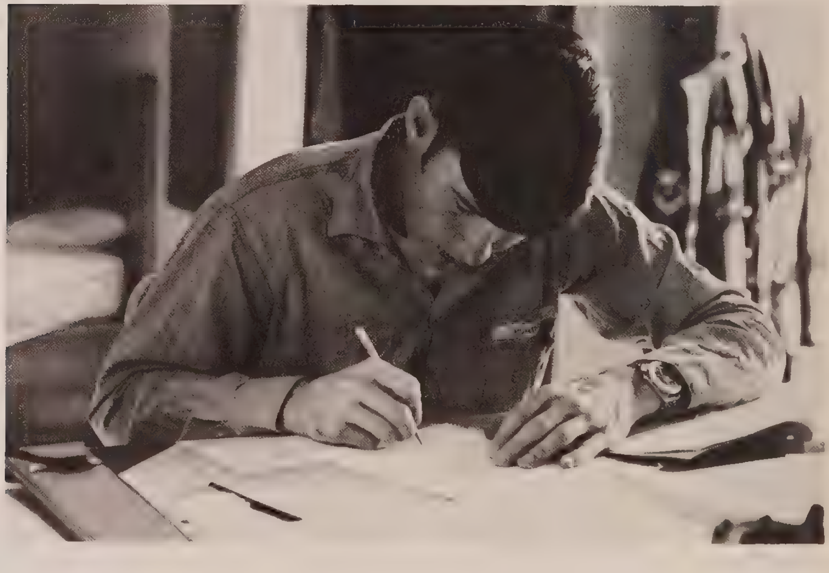
1973 NCAA FOOTBALL

CHEVROLET SPORTS DEPARTMENT

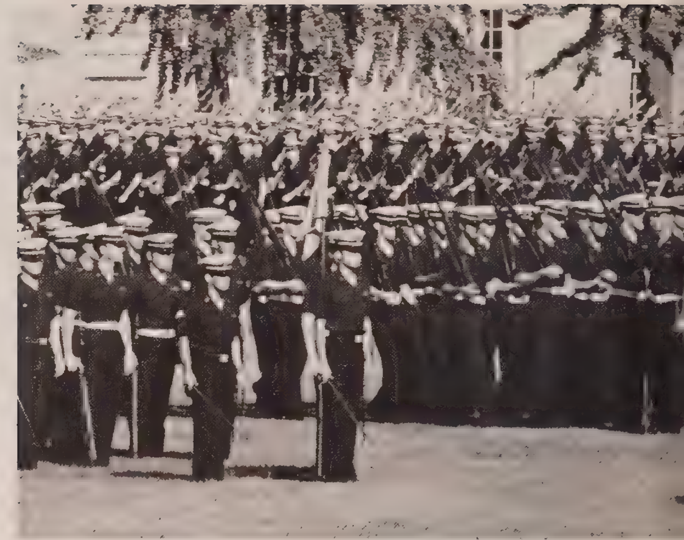
NAVY

SEPTEMBER 15....V. M. I.
SEPTEMBER 22....PENN STATE •
SEPTEMBER 29....MICHIGAN
OCTOBER 6....BOSTON COL. ■
OCTOBER 13....SYRACUSE •
OCTOBER 20....AIR FORCE •
OCTOBER 27....PITTSBURGH
NOVEMBER 3....NOTRE DAME
NOVEMBER 10... TULANE ■
NOVEMBER 17....GEORGIA TECH. ■
DECEMBER 1....ARMY

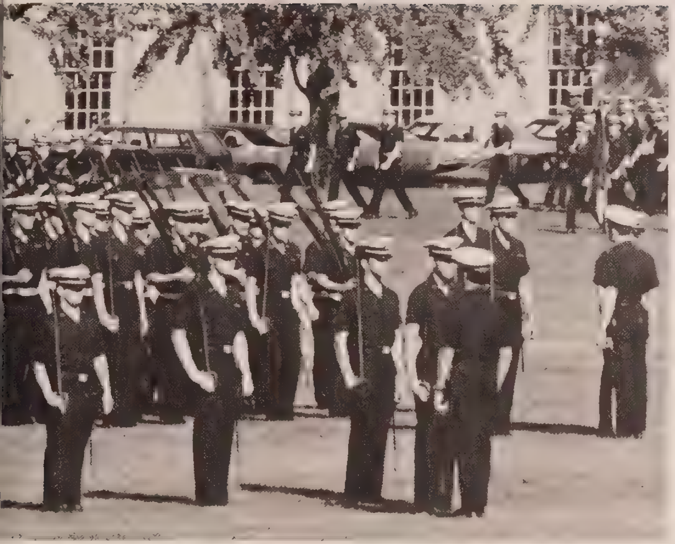
WATCH THE NCAA GAME OF THE WEEK ON ABC TELEVISION BROUGHT TO YOU BY YOUR CHEVROLET DEALER.



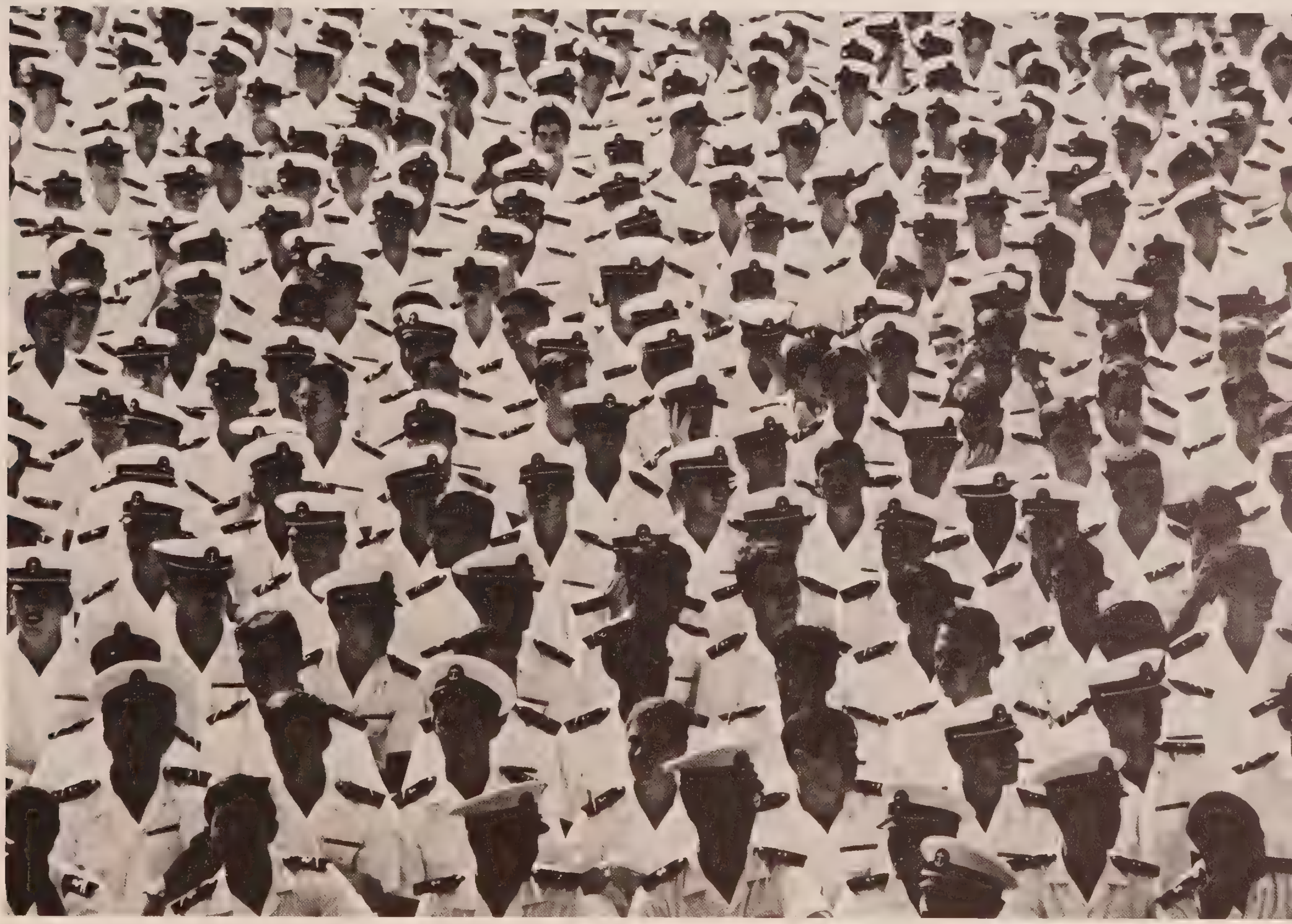
SEA POWER
POWER



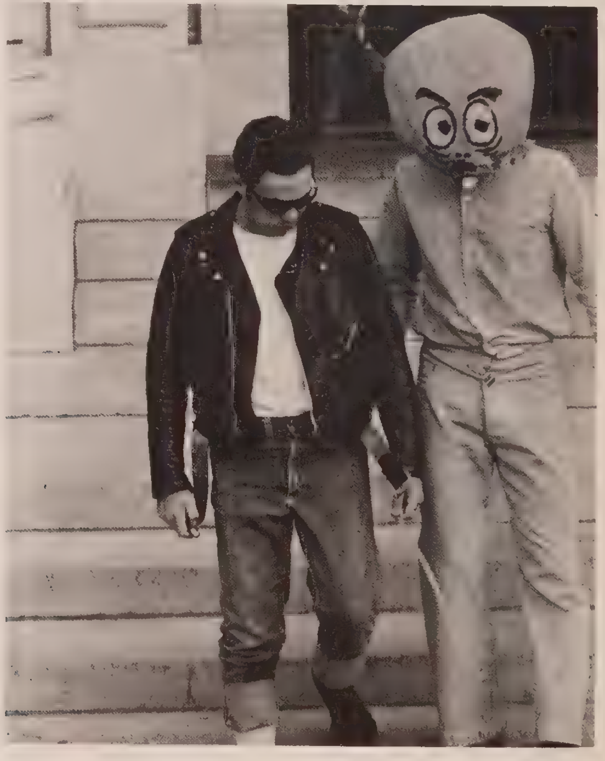
33



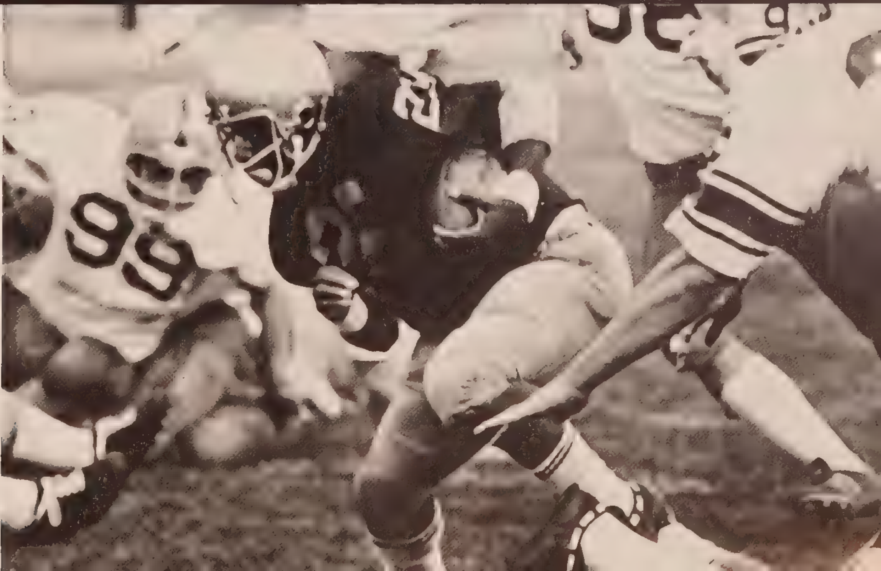
TEXACO BRINGS YOU
MIDSHIPMEN ON WWDC RADIO 1260



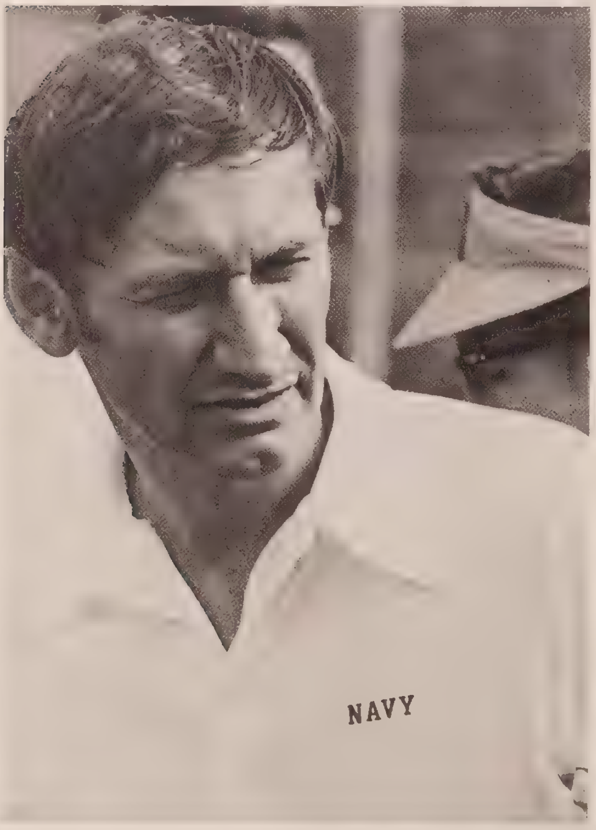
Between P-rades and Pigskins, the days passed peacefully . . .



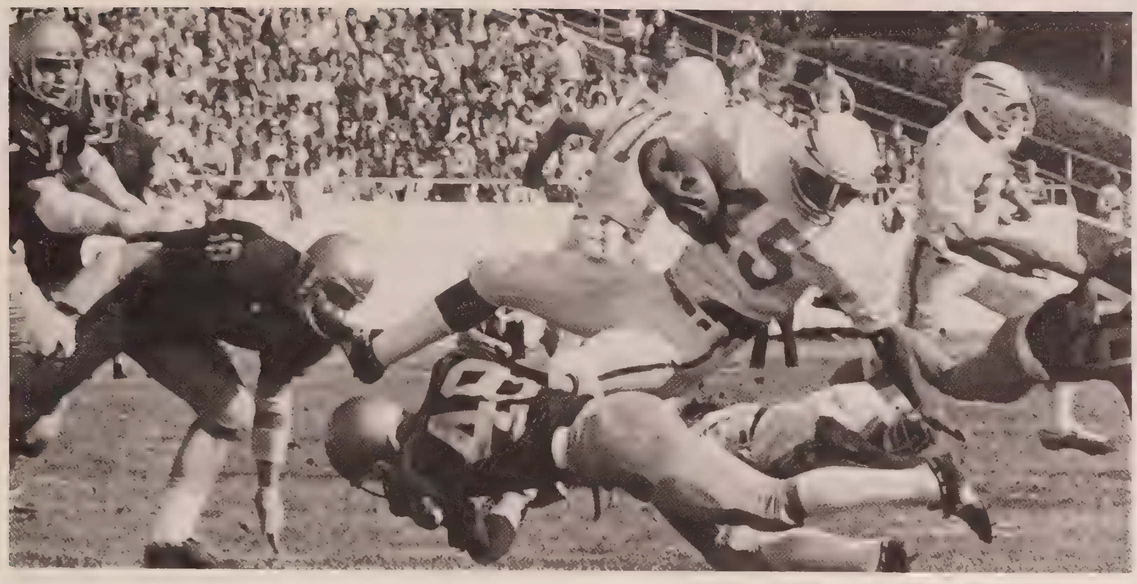
14
25

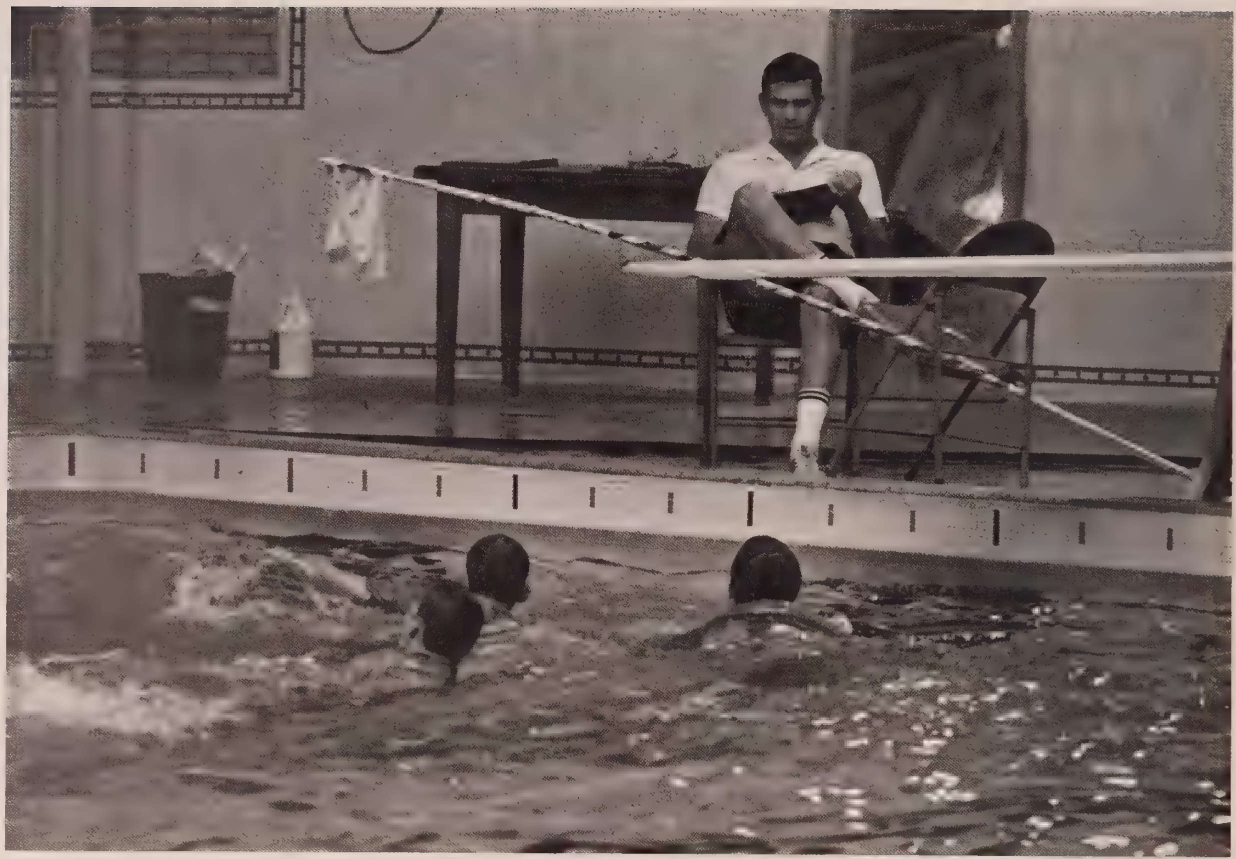

99

60
68

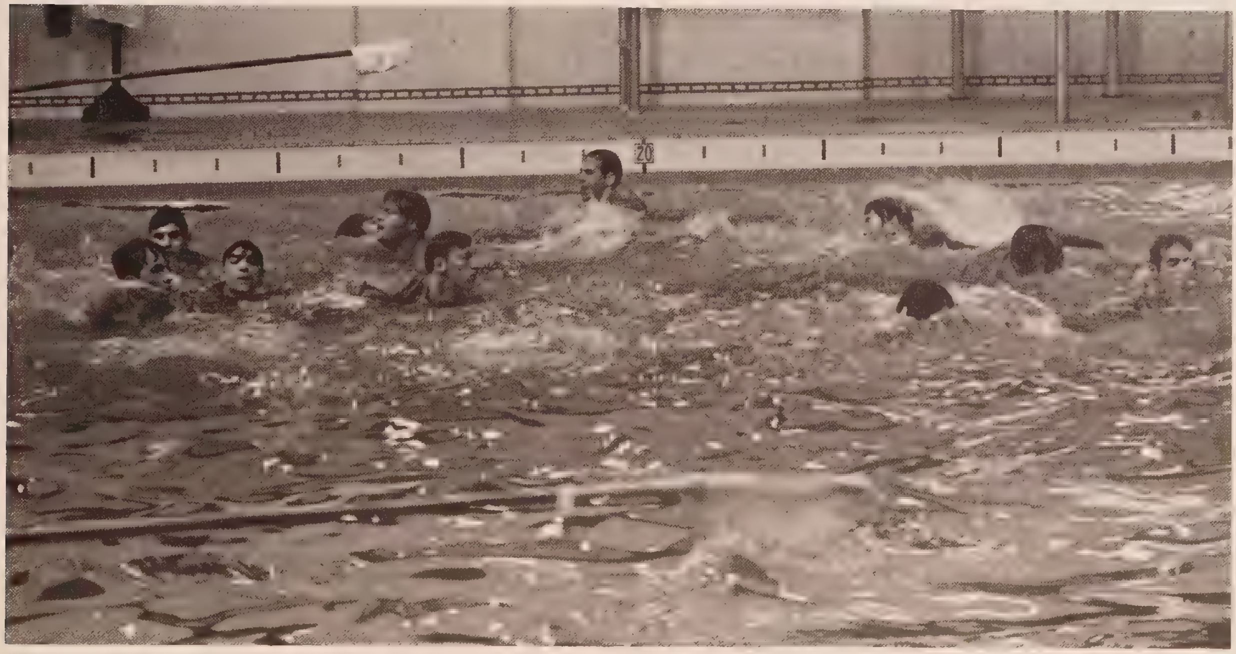

NAVY

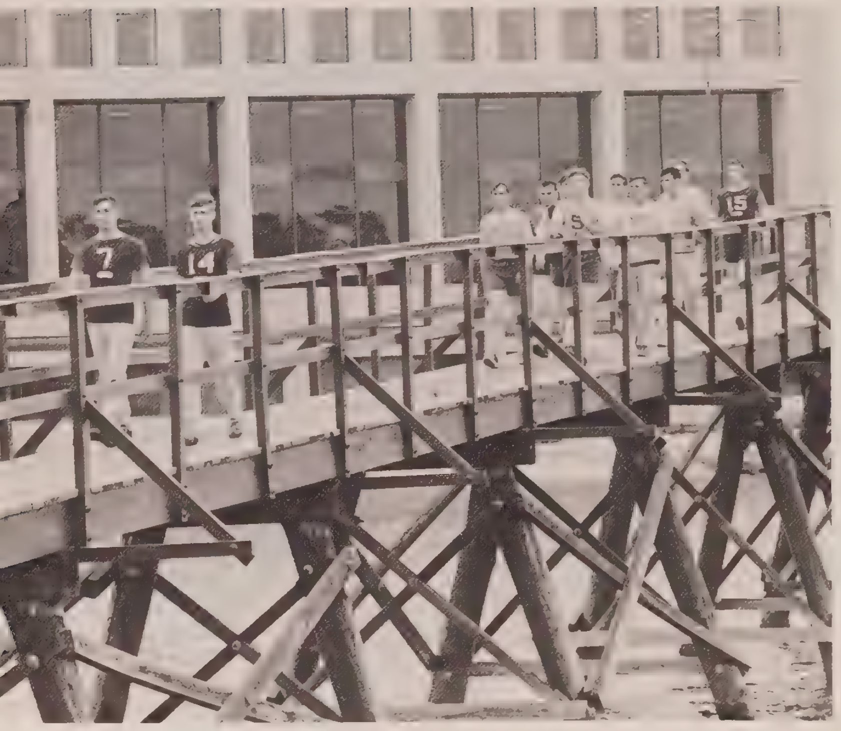
37
53

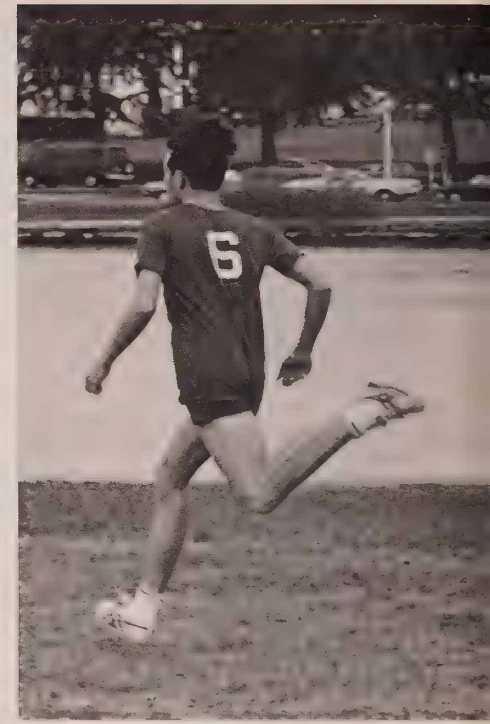


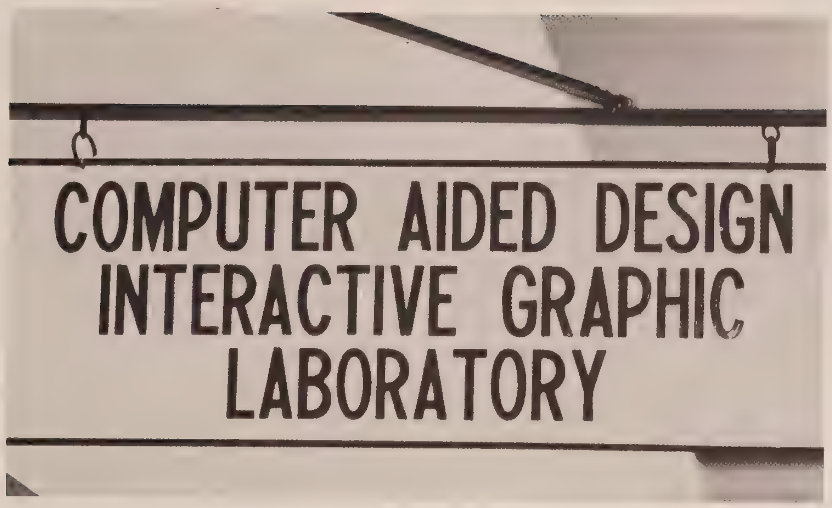


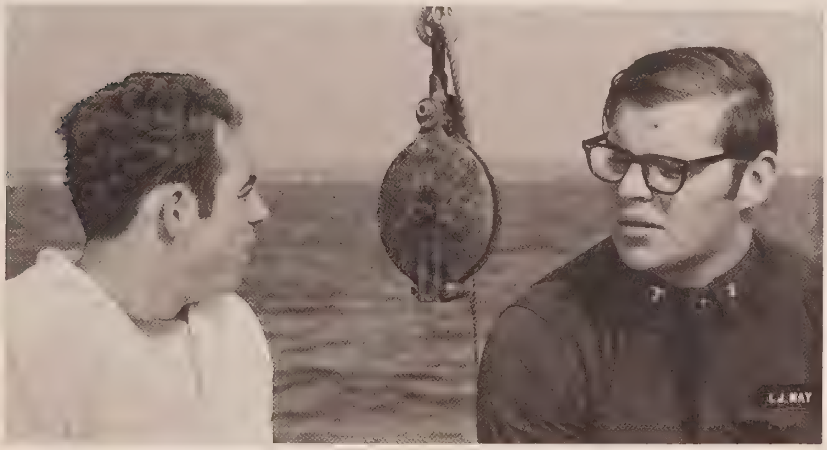
. . . but there were times when I had to really struggle just to keep my head above water.




7
14
15


6


COMPUTER AIDED DESIGN
INTERACTIVE GRAPHIC
LABORATORY



10

83
15

Bourbon

LONGINES
QUARTER
DOWN
BALL ON
TO GO

## TIJUANA NAVY (Words by Brig Gen R. F. McDermott)

With air power as his theme
It was Billy Mitchell's dream
To shake up the old regime
And sink battleships with just a few small bombs.

His success is history
And all men who go to sea
Live in fear that they may see
Airplanes bomb and strafe and sink the fleet.

Now the day in nigh
Sea and airpower meet
Falcons from on high
Scuttle Navy's fleet.

Bomb and strafe them
From port and starboard
Penetrate them
Like they were cardboard
Billy Mitchell
Has shown the way to win.

When the Navy comes ashore
They fear airpower even more
They will strike the blue and gold
To the Falcon team that's swift and bold.

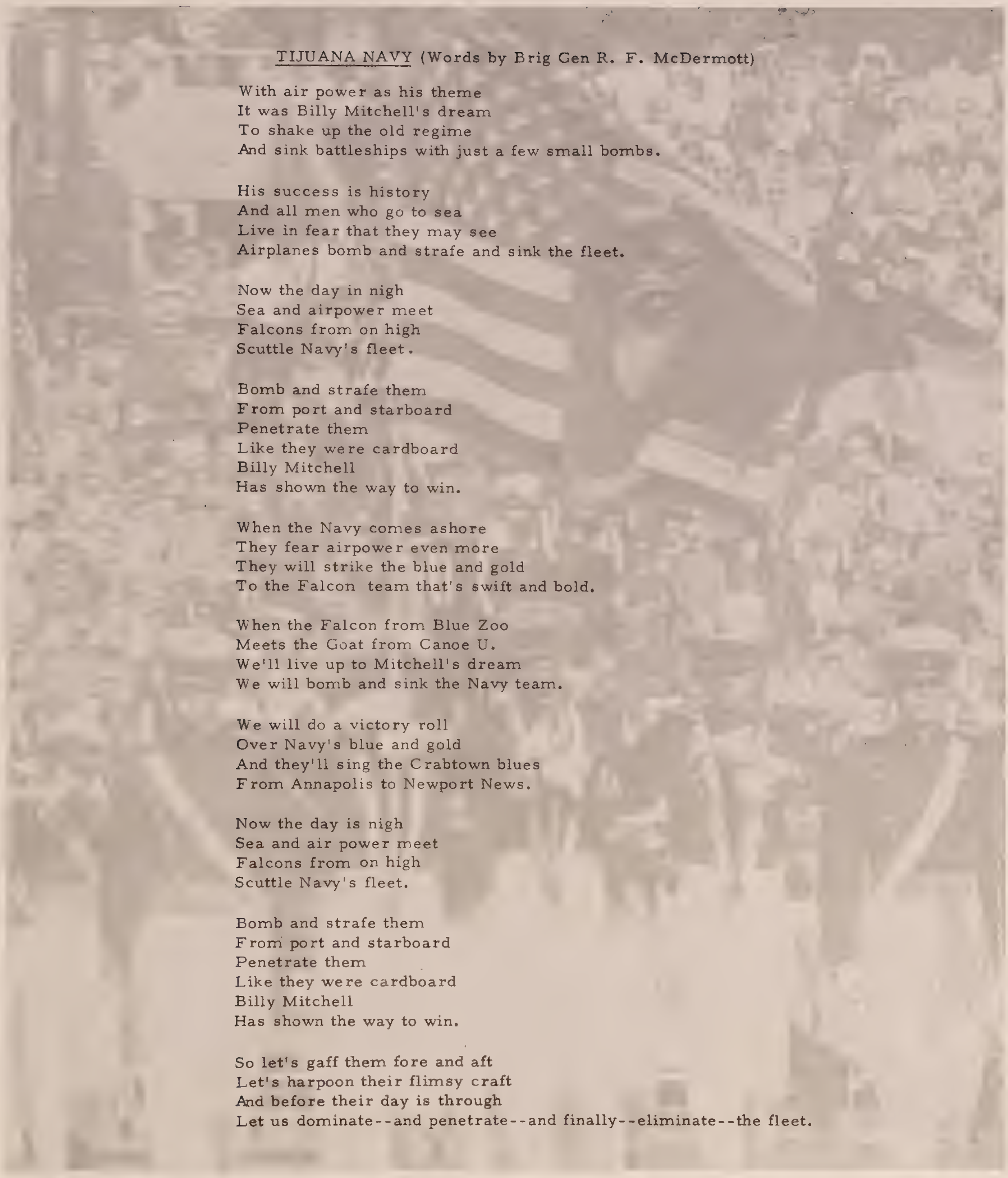
When the Falcon from Blue Zoo
Meets the Goat from Canoe U.
We'll live up to Mitchell's dream
We will bomb and sink the Navy team.

We will do a victory roll
Over Navy's blue and gold
And they'll sing the Crabtown blues
From Annapolis to Newport News.

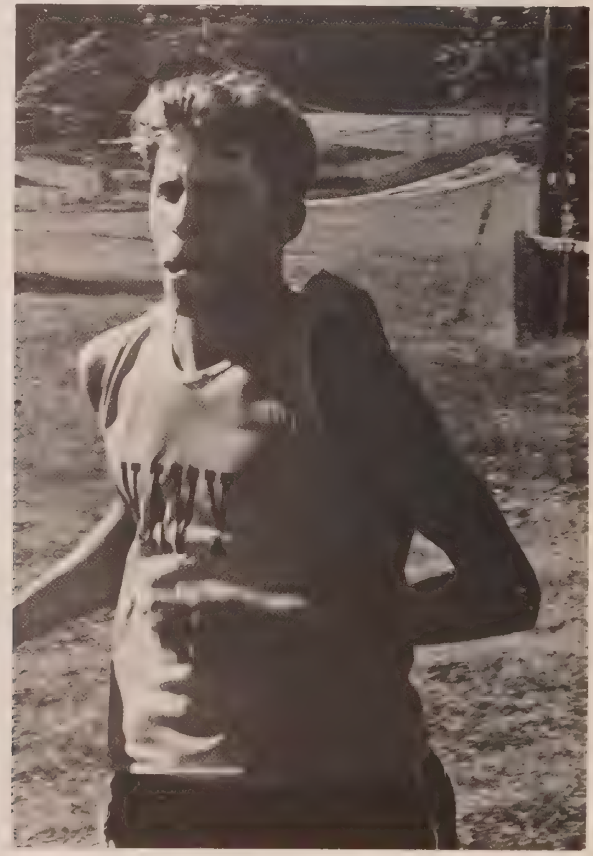
Now the day is nigh
Sea and air power meet
Falcons from on high
Scuttle Navy's fleet.

Bomb and strafe them
From port and starboard
Penetrate them
Like they were cardboard
Billy Mitchell
Has shown the way to win.

So let's gaff them fore and aft
Let's harpoon their flimsy craft
And before their day is through
Let us dominate--and penetrate--and finally--eliminate--the fleet.



NAVY 42—AIR FORCE 6



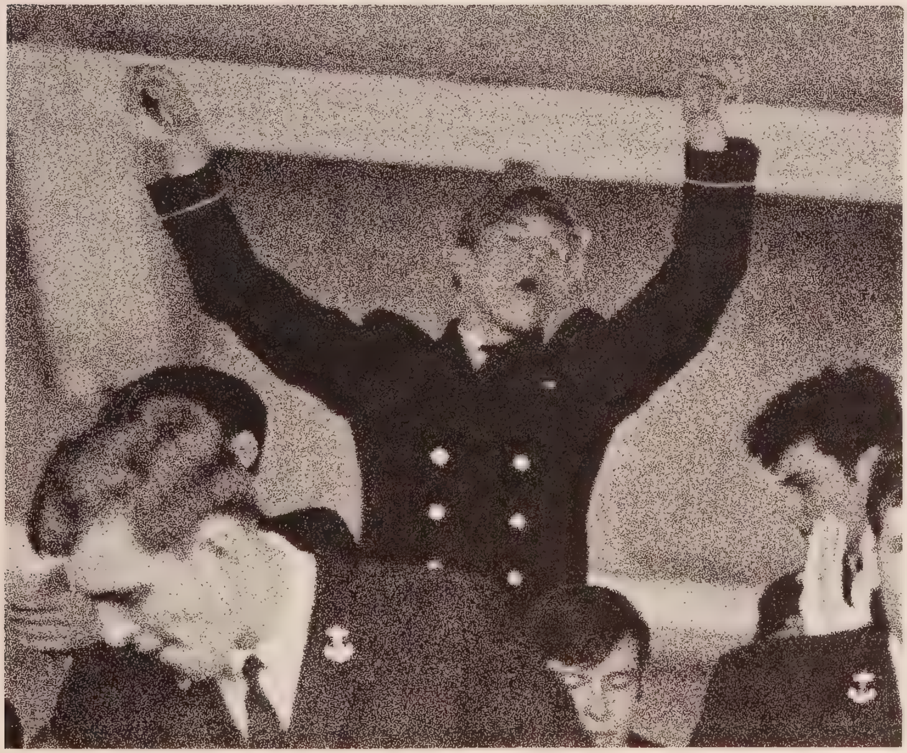
NAVY
478
465

881

N
N
N
N

N
NAVY

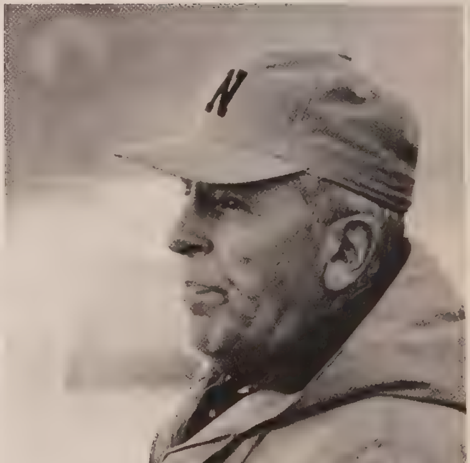
Coca-Cola
Coke



That wonderful Sunday in October seemed like a prison pardon. No more hiding, no more sneaking, no more worries about GETTING CAUGHT. With my mobility increased tenfold, I began to live a 5-day week at Navy.

75:04
TO GO
QTR

SHECAUD
15

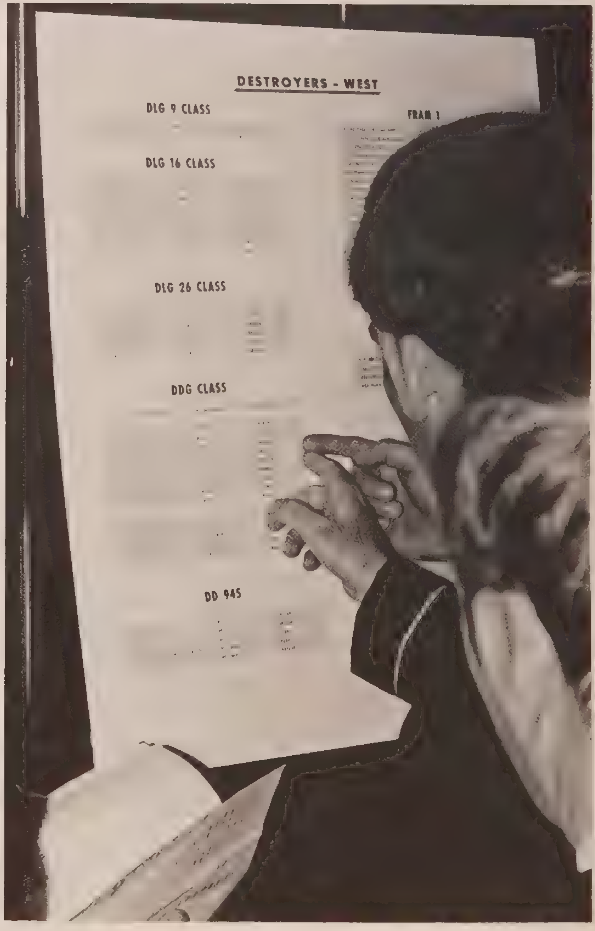

N

NIERIEM
9
N

N
N

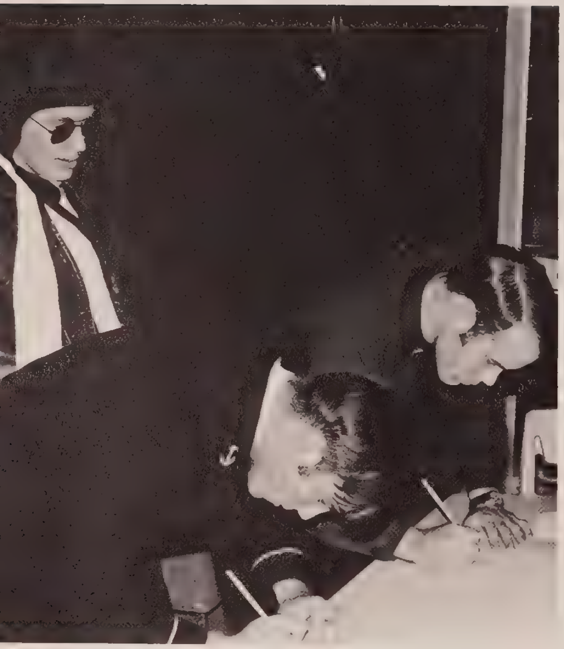
# CHALLENGE
and
FUTURE

WRNV


DESTROYERS - WEST
DLG 9 CLASS
FRAM 1
DLG 16 CLASS
DLG 26 CLASS
DDG CLASS
DD 945

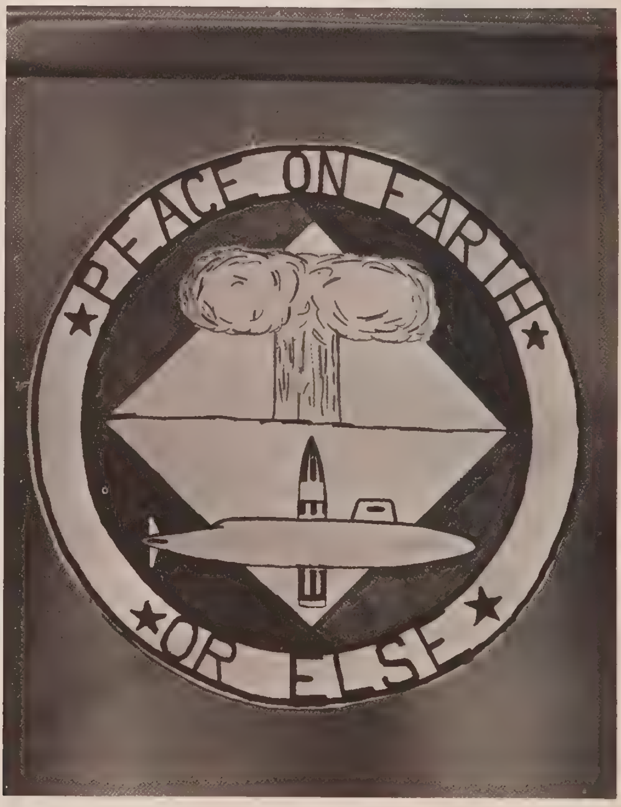
VOODOO
ONE-O-HONKER

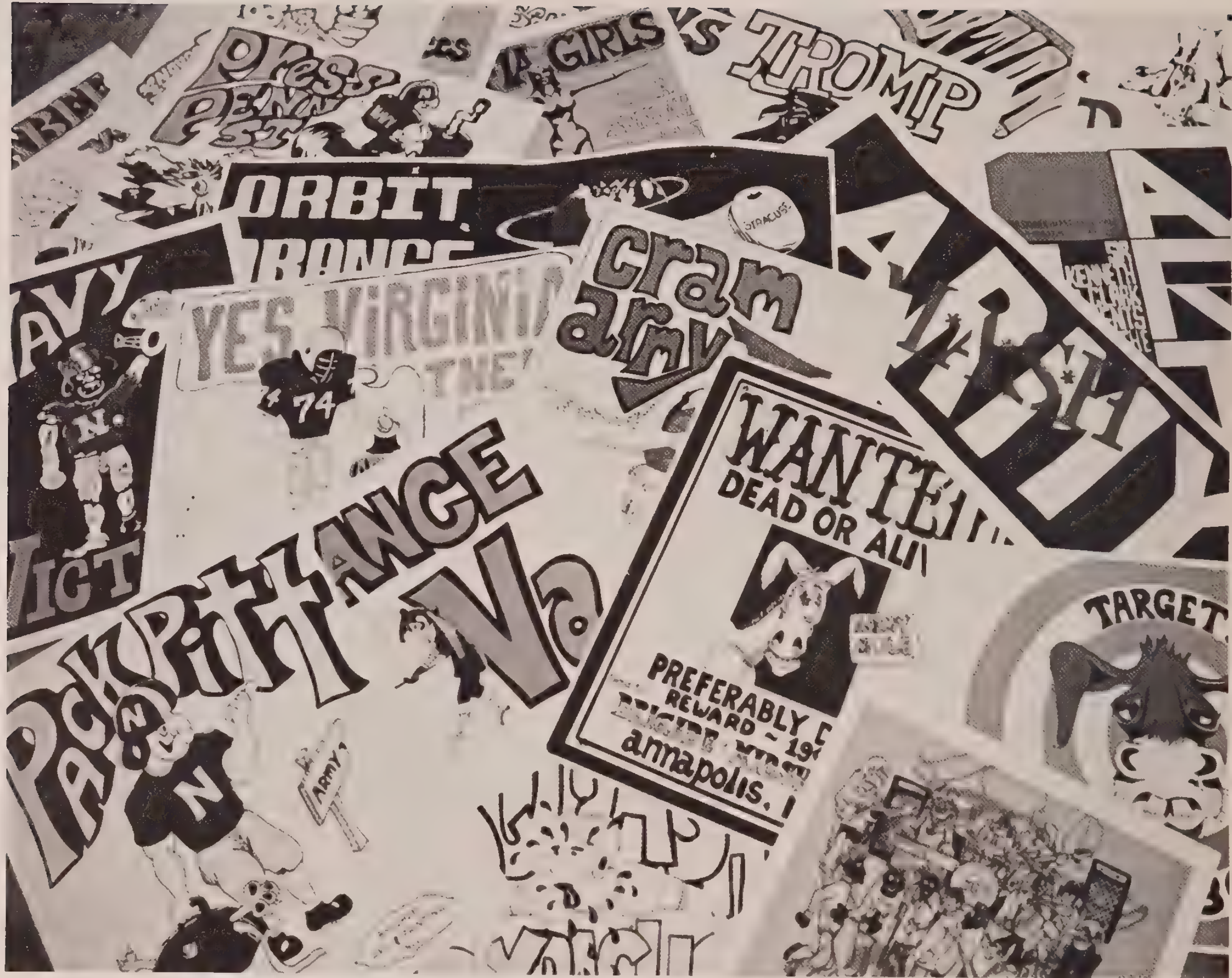
003

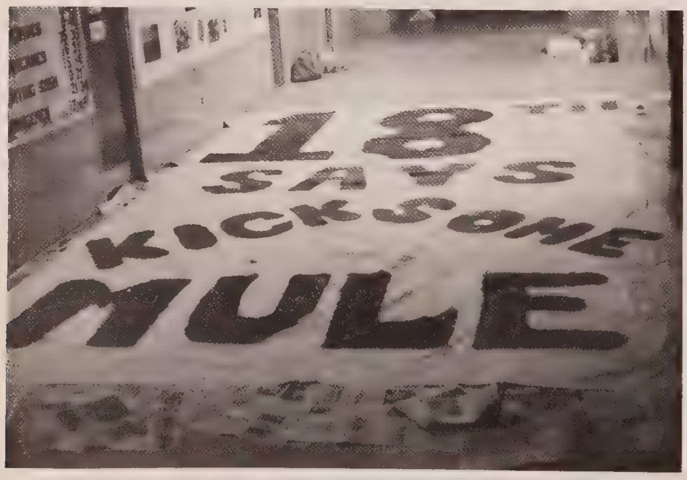


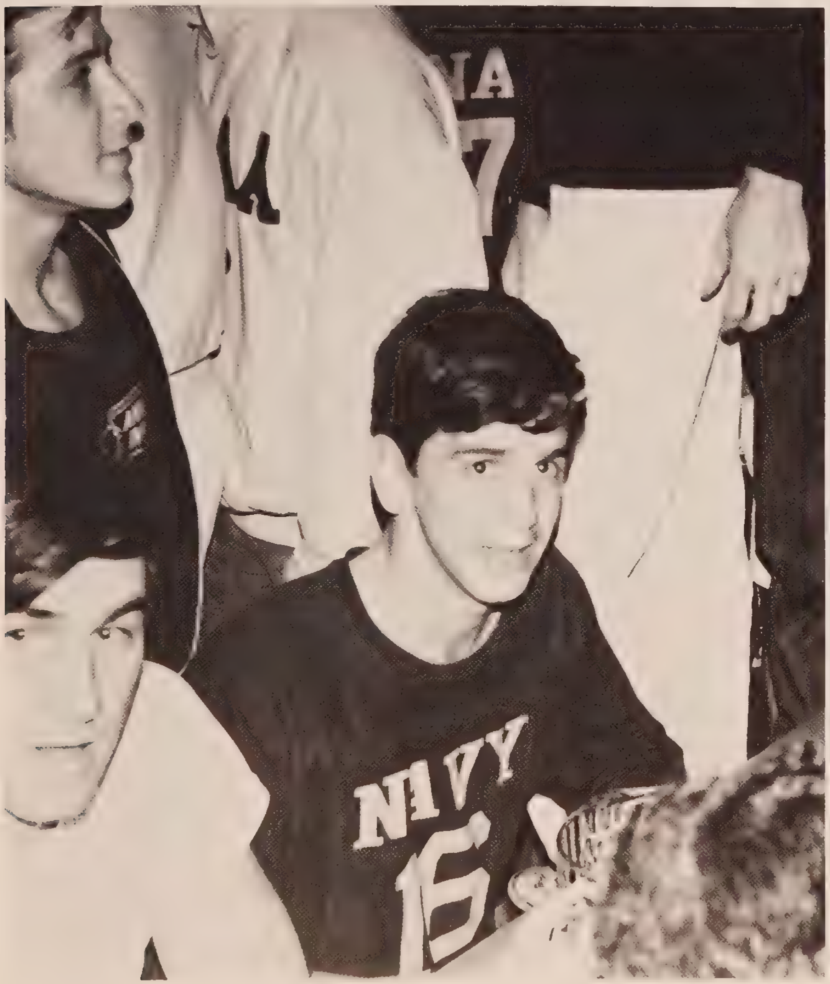
S. MARIN
FFICER

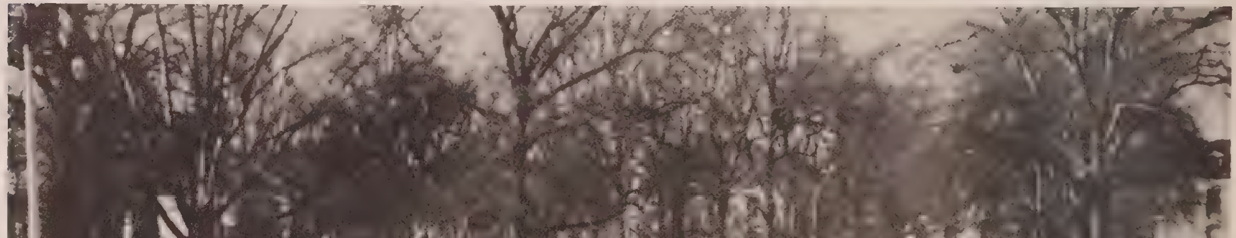
IT'S A
OCT 6TH
GIRL


PEACE ON EARTH
OR ELSE


Press Penn St
GIRLS
TROMP
ORBIT
NAVY
VICT
YES VIRGINIA THERE
74
cram army
WANTED DEAD OR ALIVE
PREFERABLY DEAD
REWARD
annapolis
Pack Pitt
ANCE
Va
N
ARMY
TARGET


18
SAYS
KICK SOME
MULE


NAVY
16

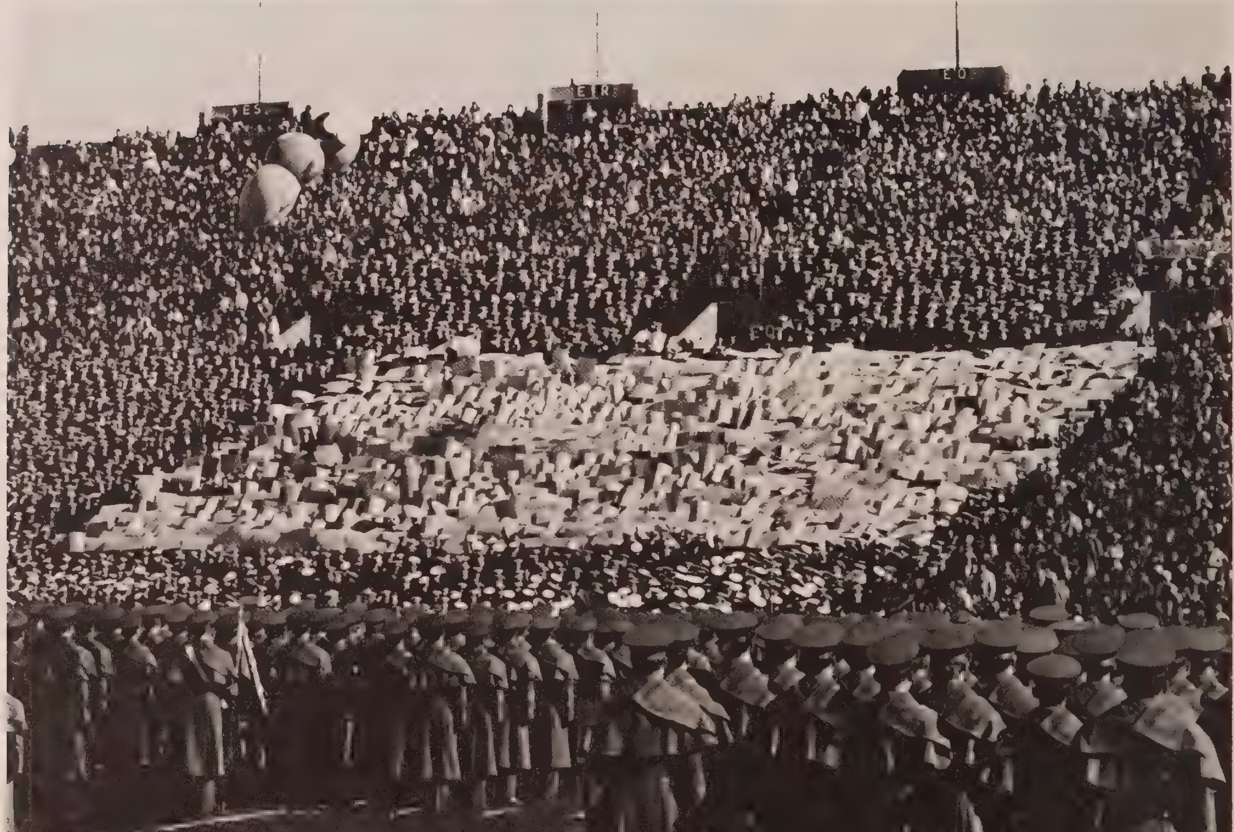


BEAT ARMY

BEAT
ARMY

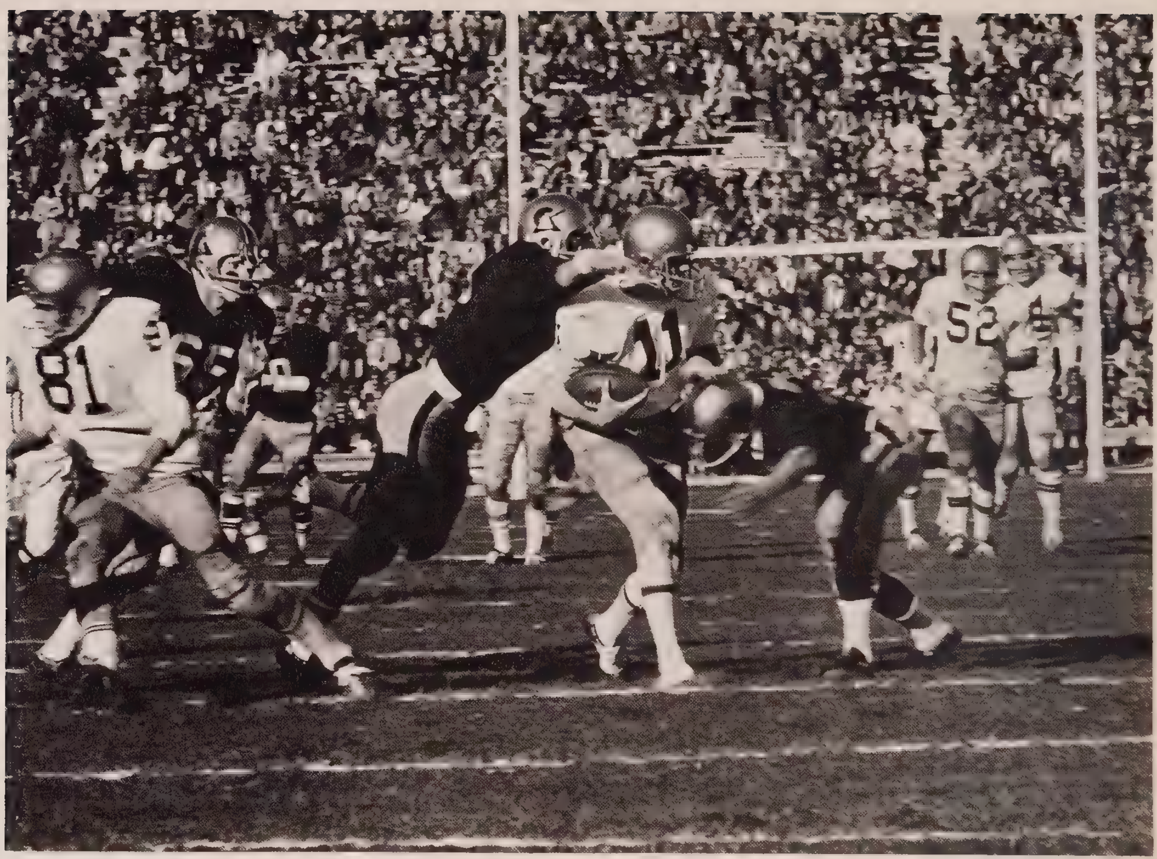
ARMY

BEAT NAVY



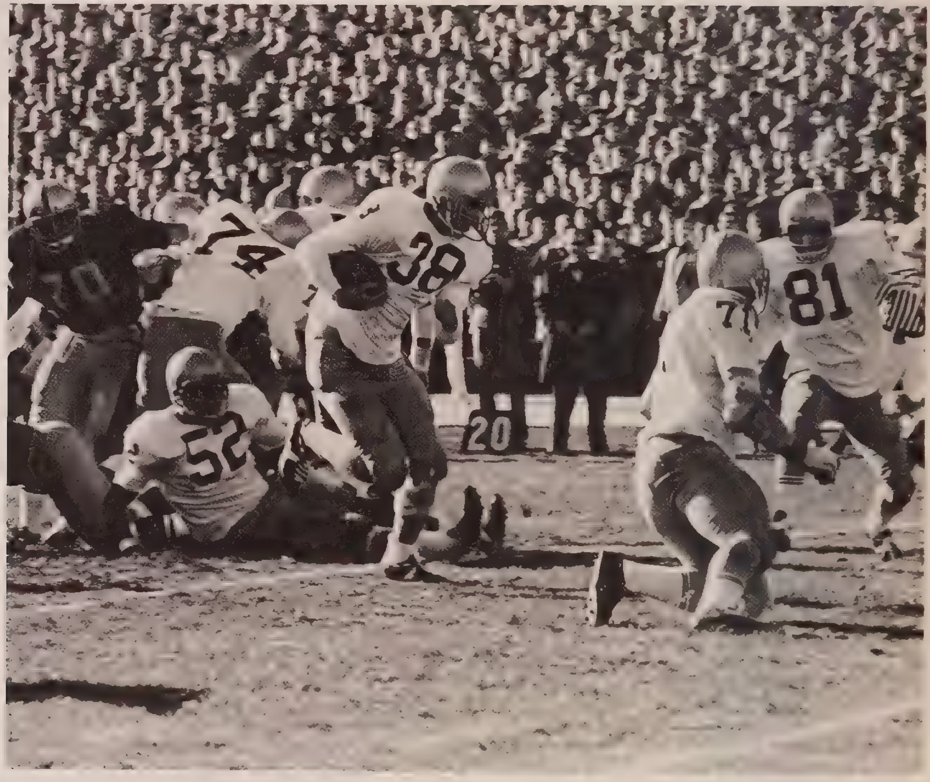
43
71
ARM

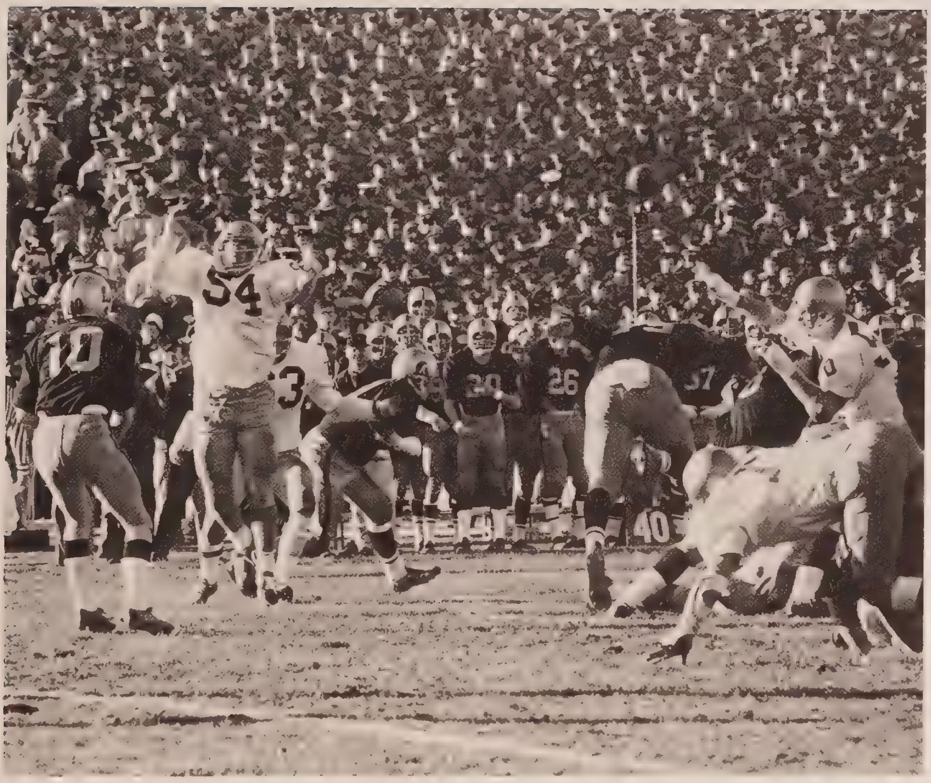
19

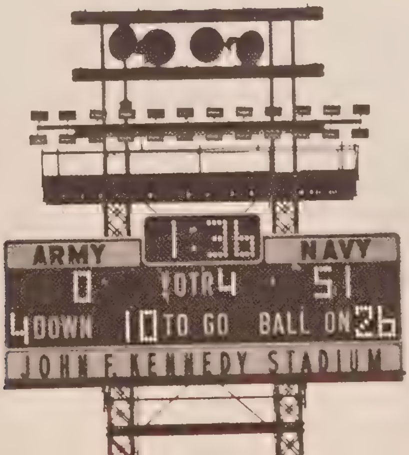


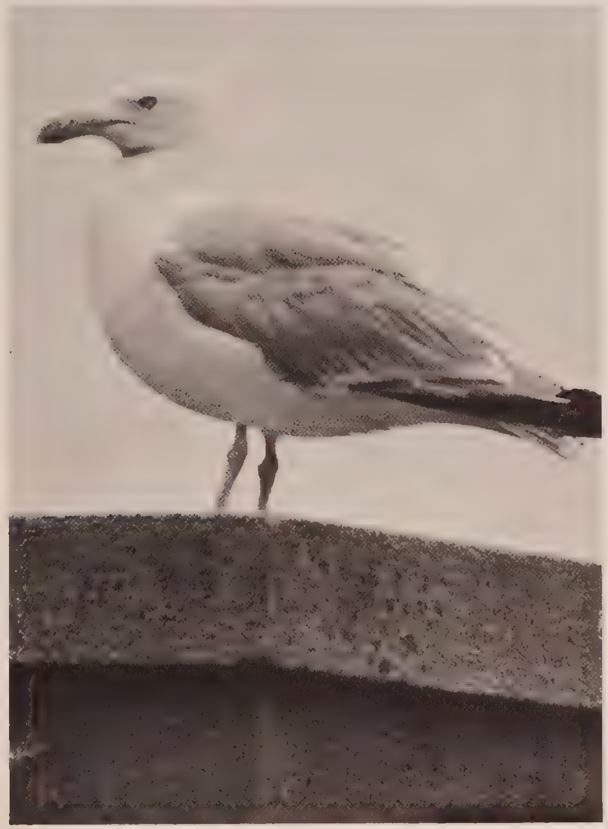
14

HO'S HOLY CROSS


70
74
38
52
20
71
81


54
10
3
20
26
37
40


1:36
ARMY
NAVY
0
QTR 4
51
4 DOWN
10 TO GO
BALL ON 26
JOHN F. KENNEDY STADIUM

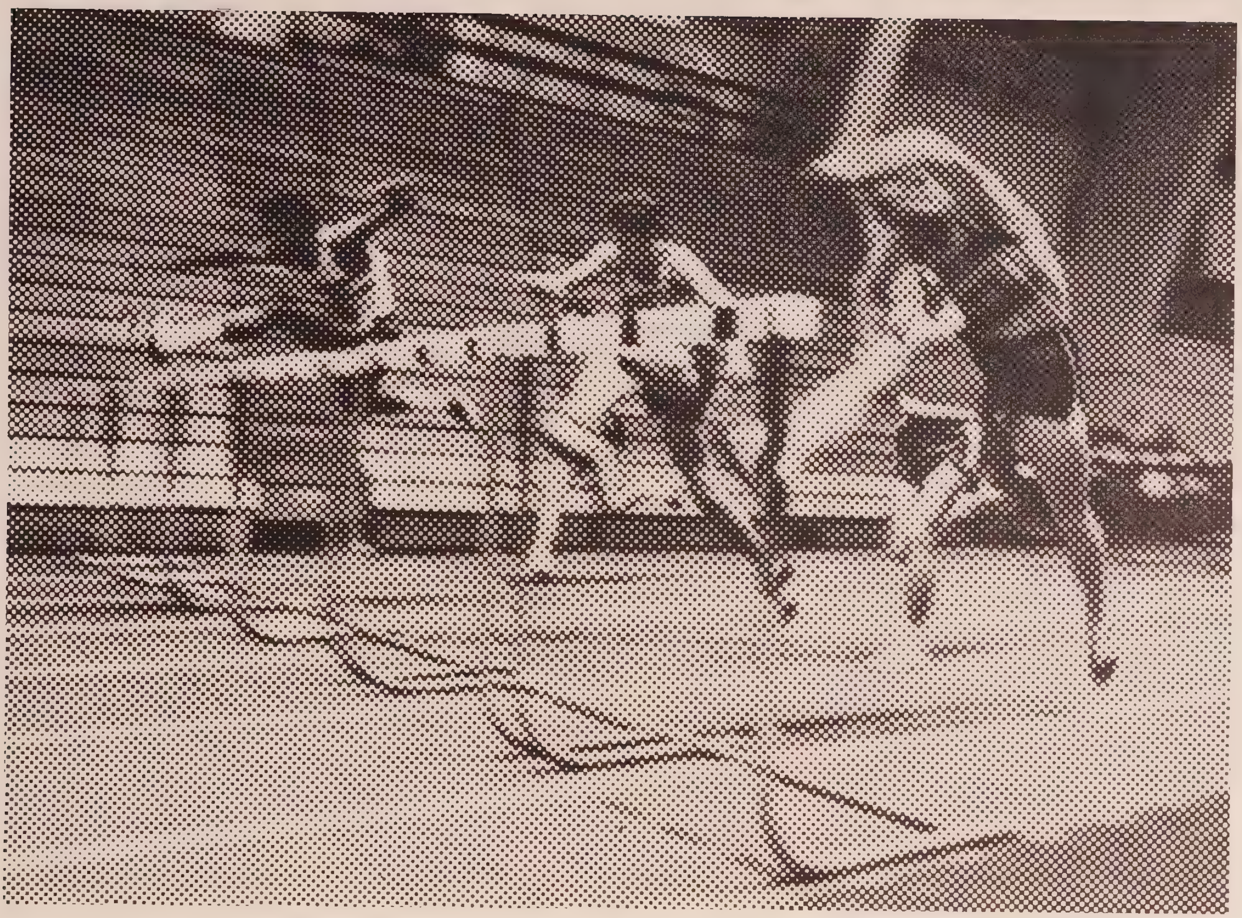


That fantastic feeling that follows the finals gun at Philly freed me from fussing about finals. Christmas was coming, and classes became just a way of spending my time . . . .

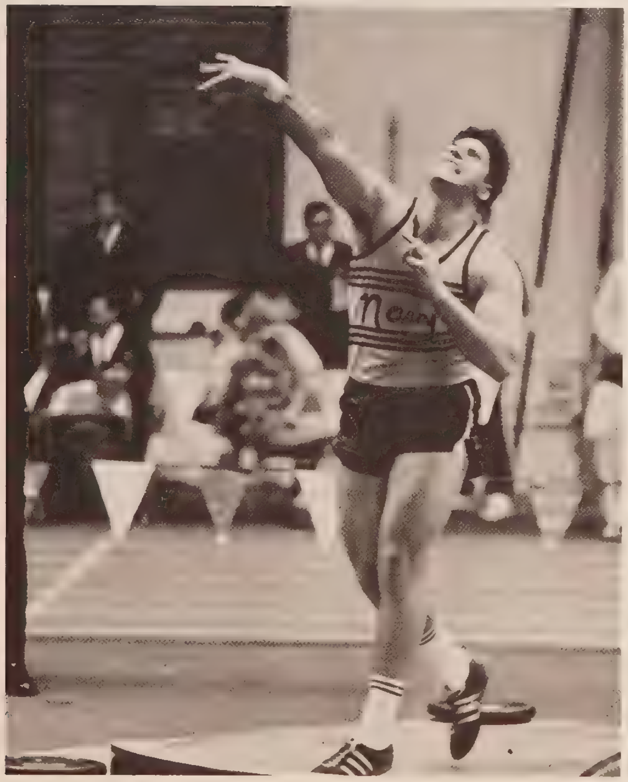
Navy
22

Navy
Na

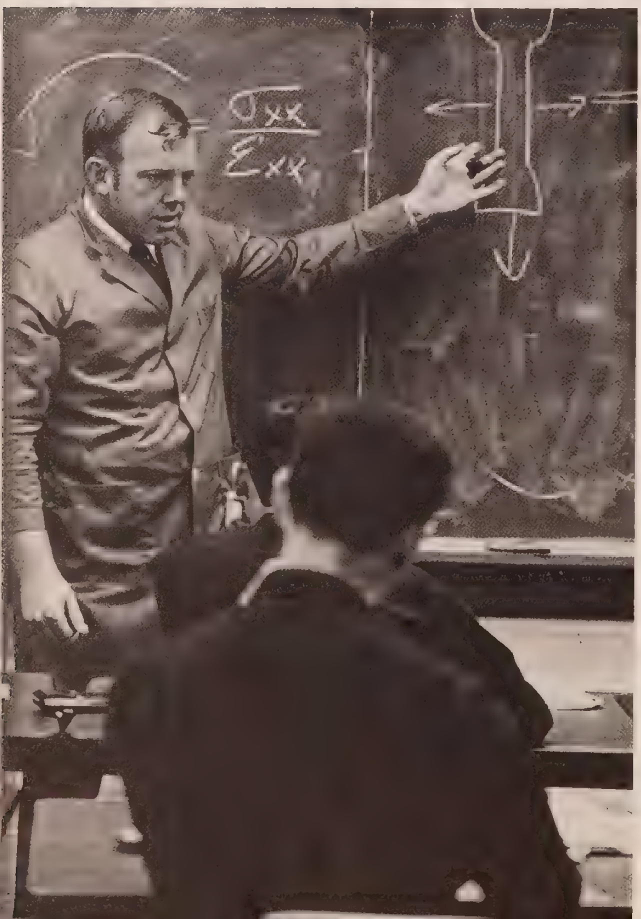
ENN
Navy

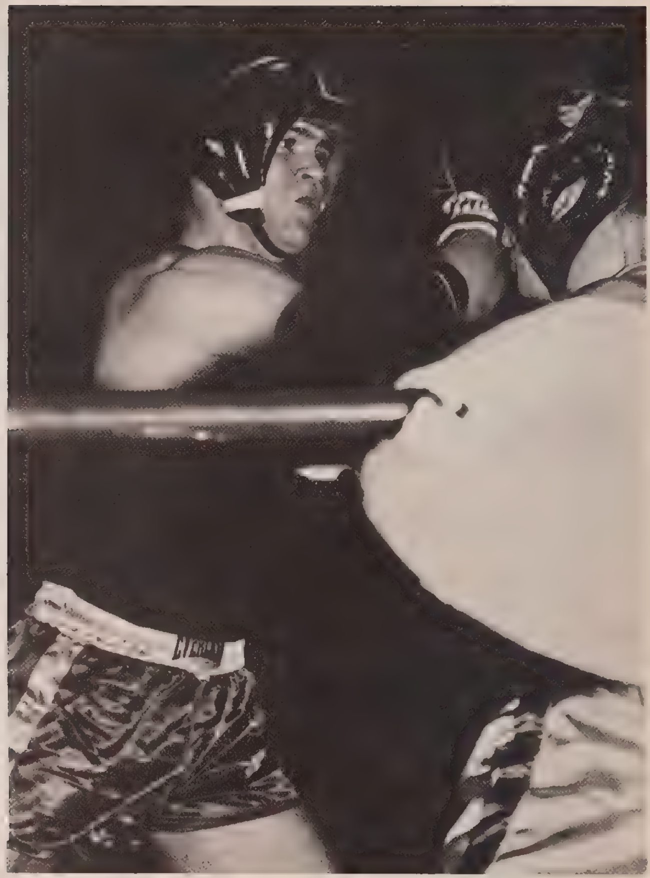


Navy



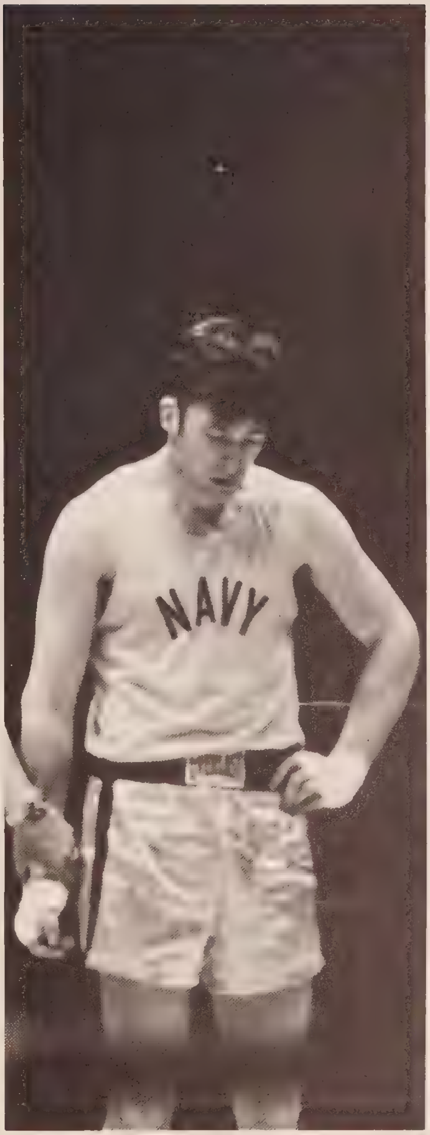
陸

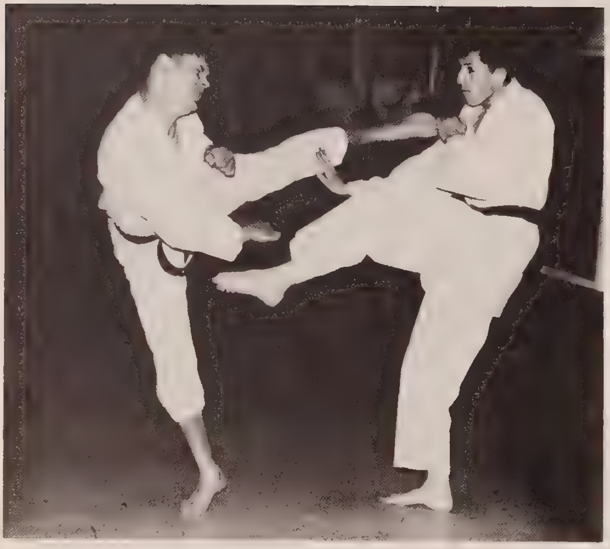

σxx
εxx



EVERLAST

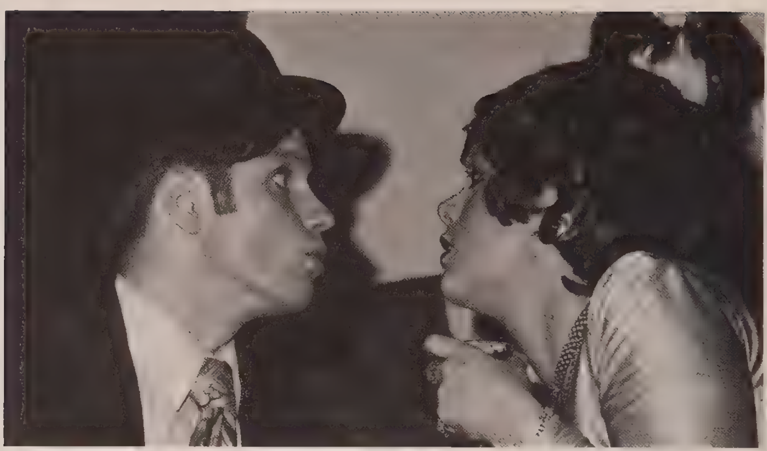
NAVY


NAVY

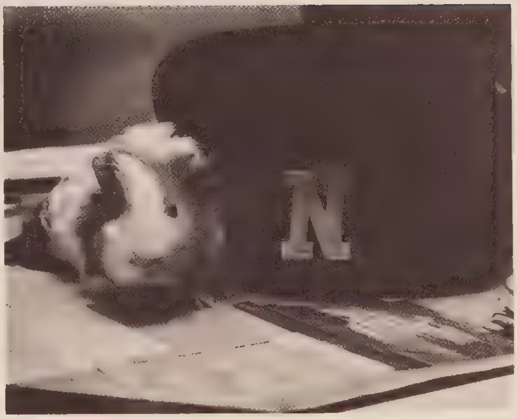


ANNAPOLIS

NAVY



USNA
1968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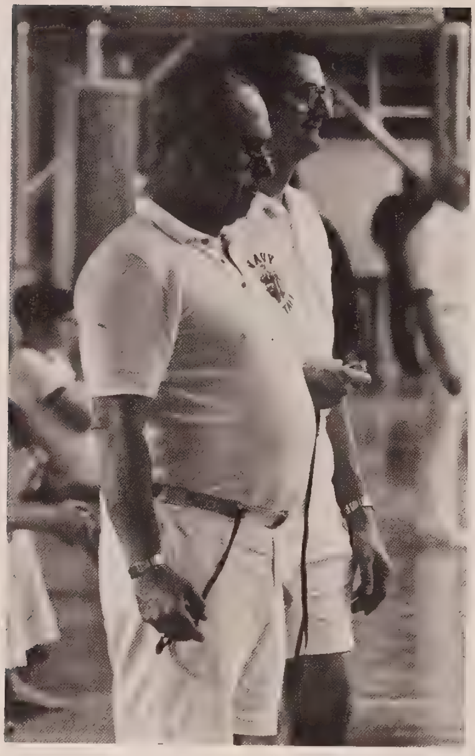
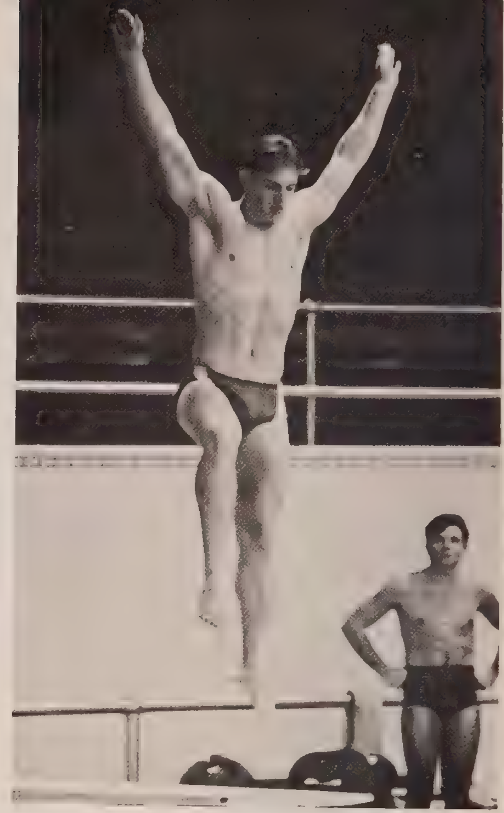
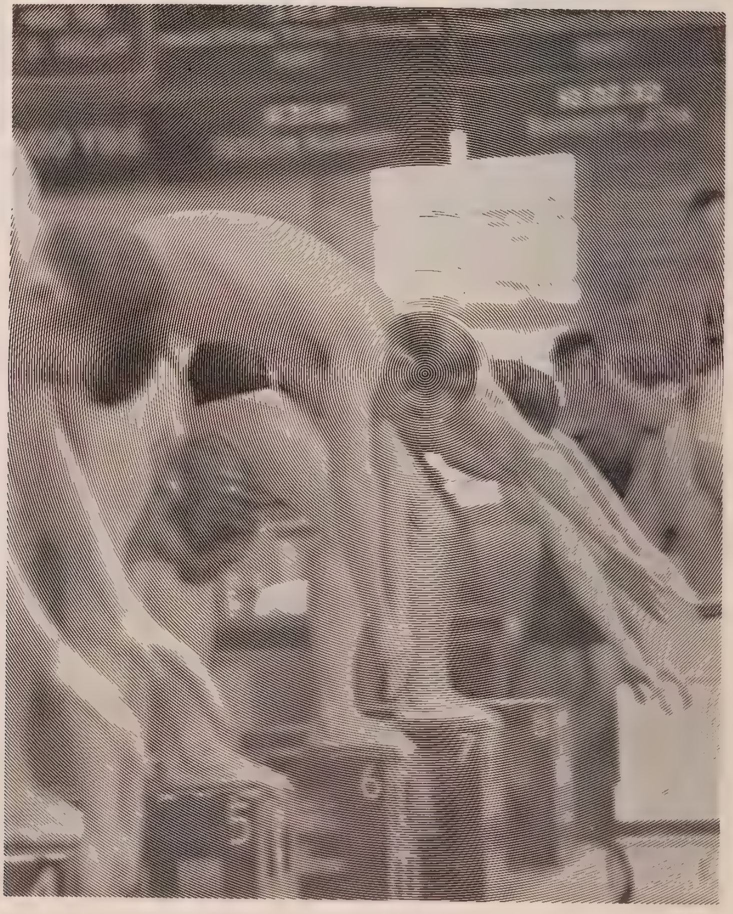

NAVY

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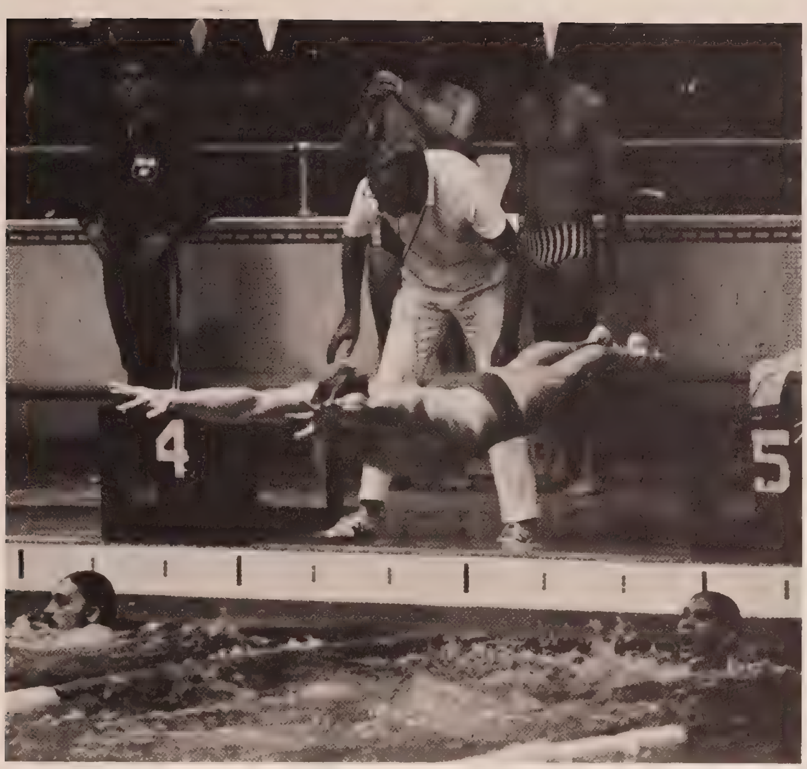
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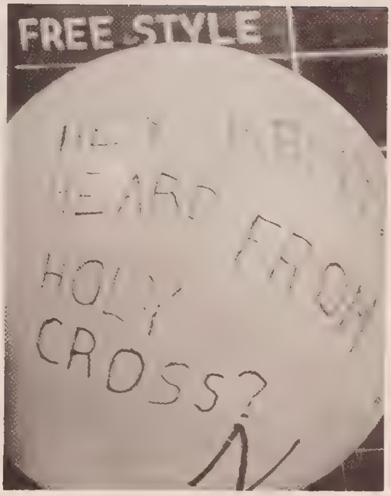
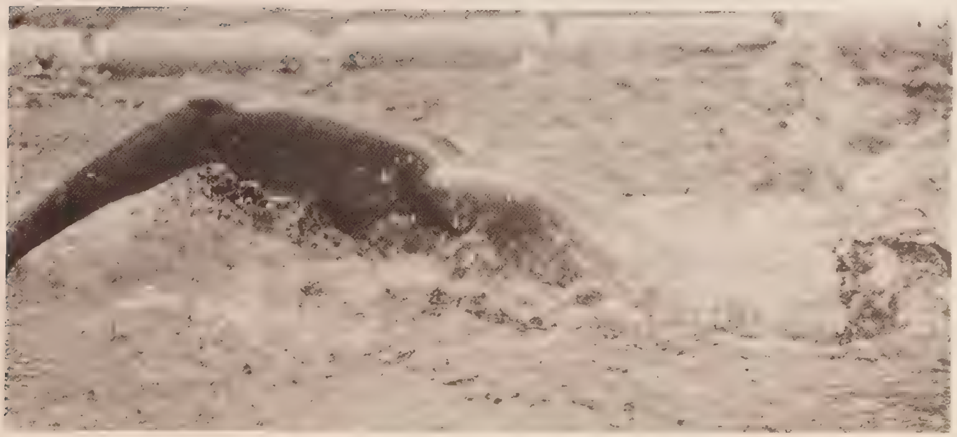

FREE STYLE
HEARD FROM
HOLY
CROSS?



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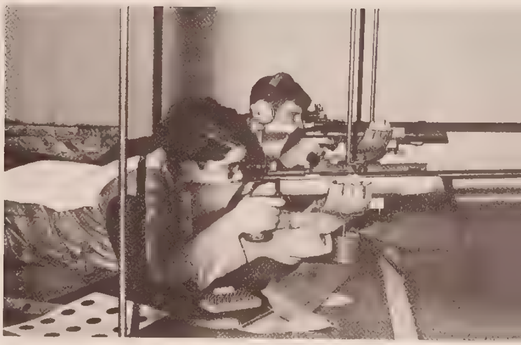
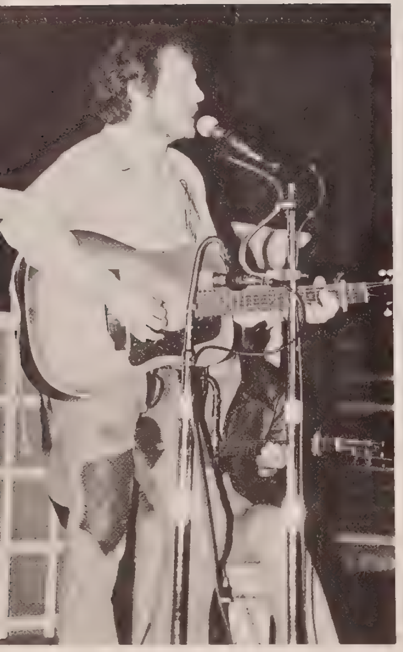
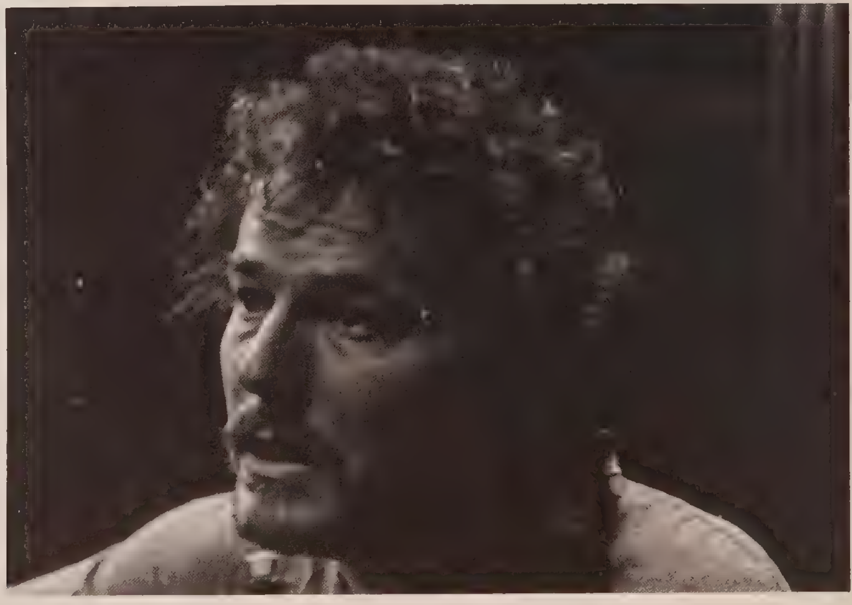




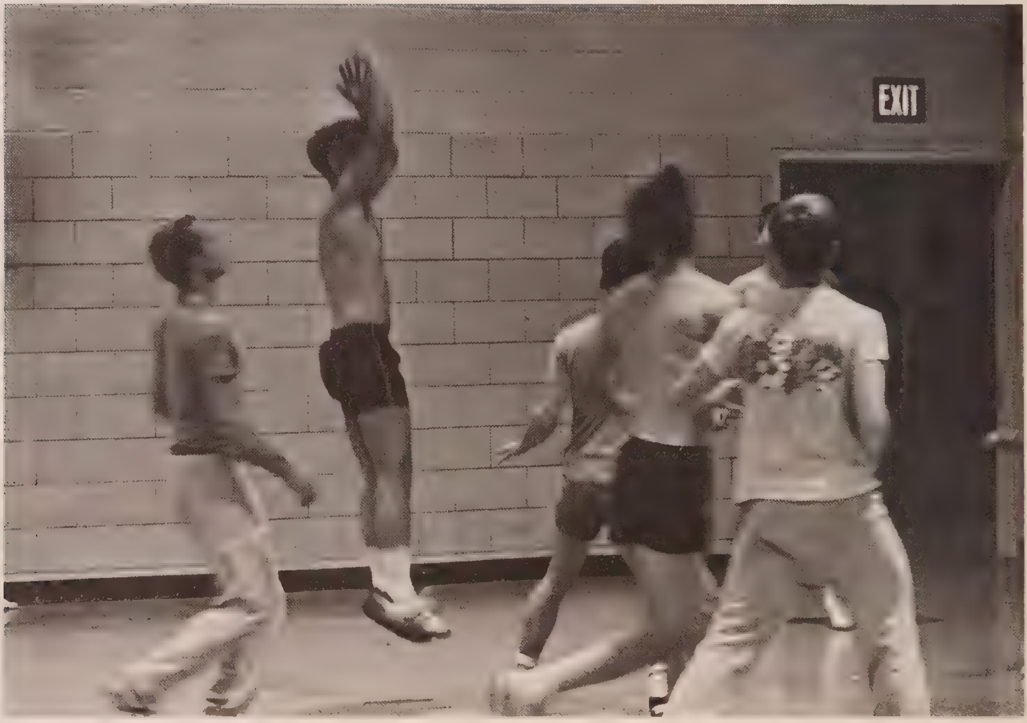


USNA
70
834

USNA

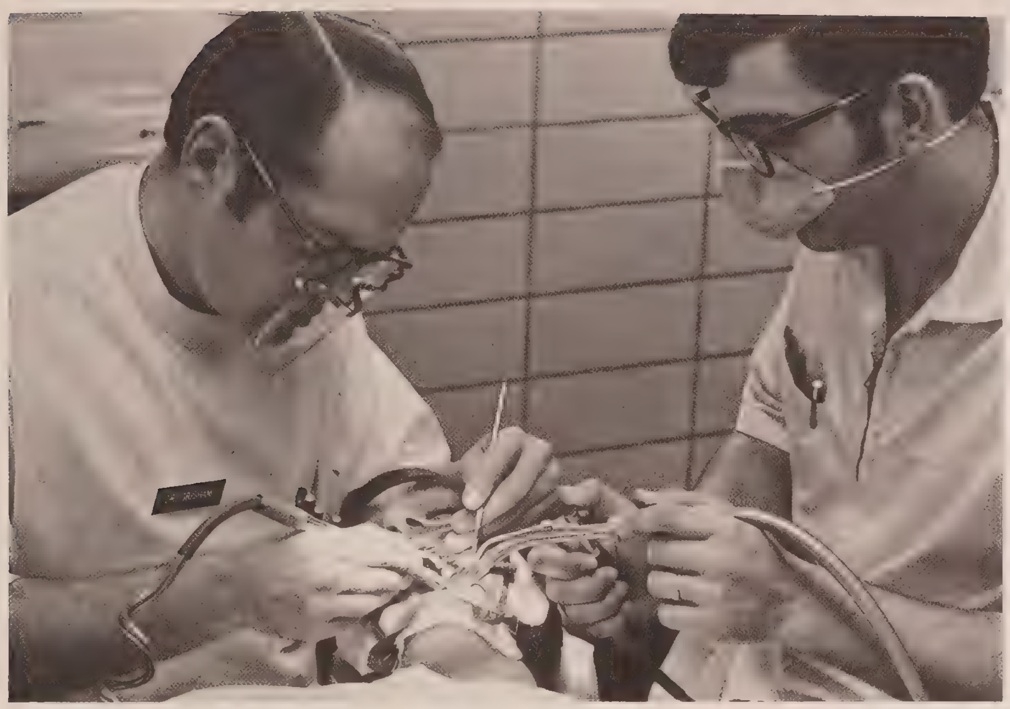
11
12

11
12


EXIT

NAVY
34
USNA
51
16

Neither the doctors, the denists, nor the Dark Ages could smother the shinning light 125 days away.

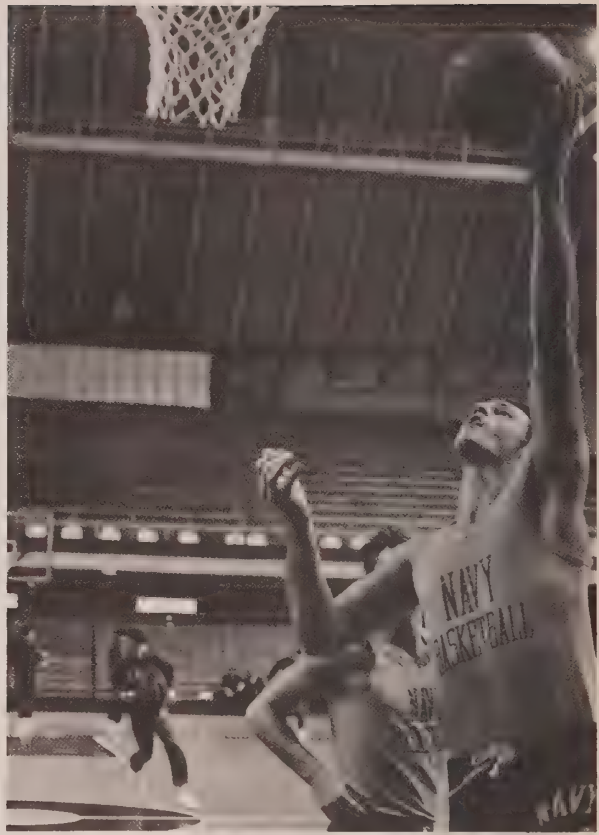


50

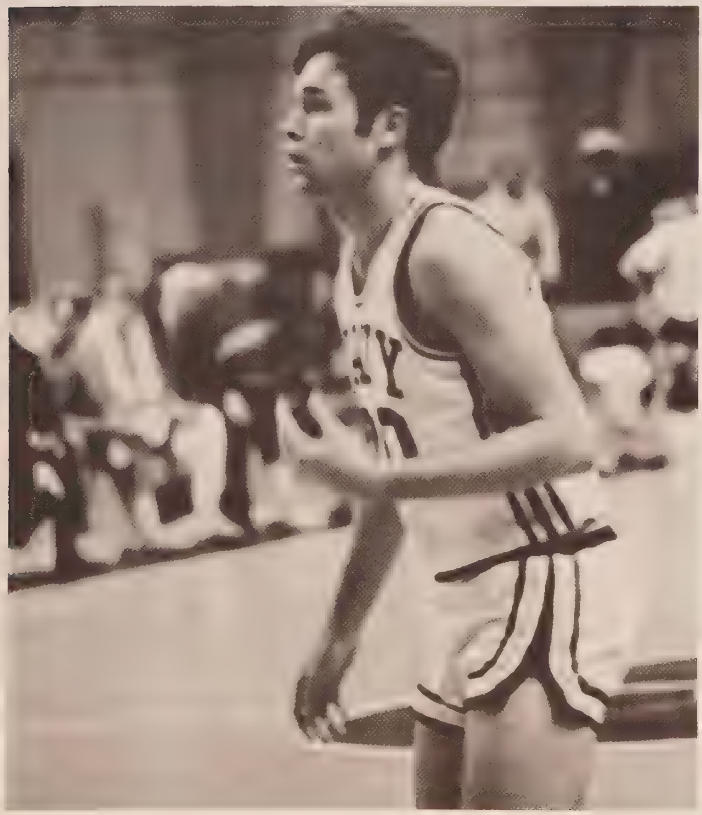
NAVY
4
2
41

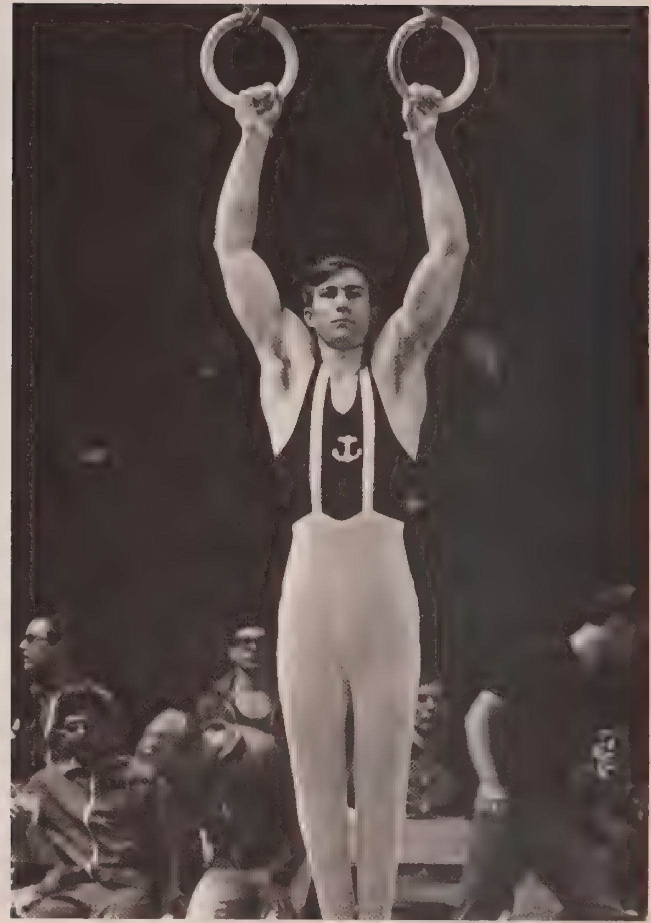
NAVY
20
NAVY
22
ACE

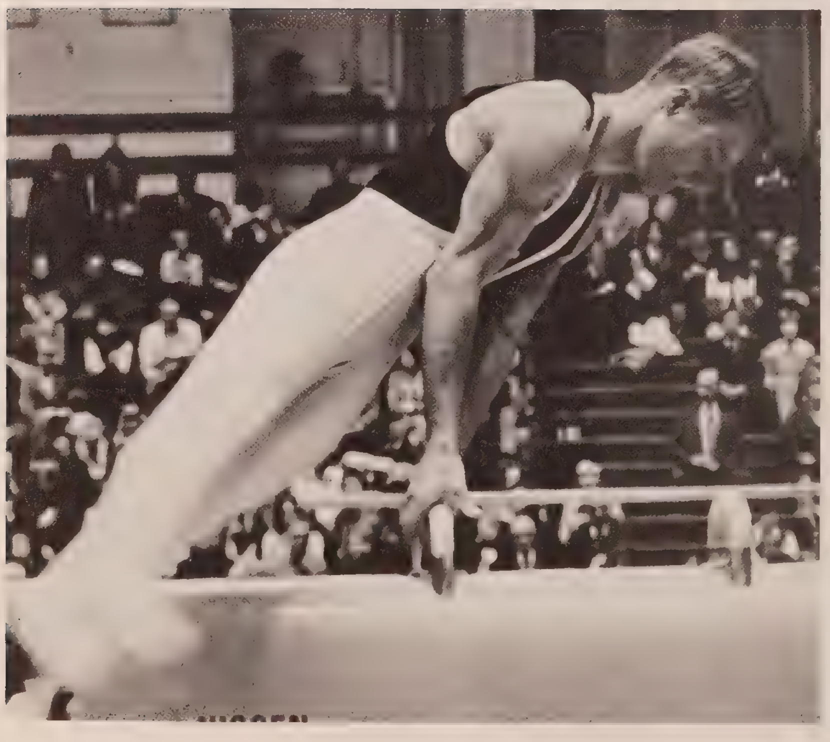
NAVY
NAVY
NAVY

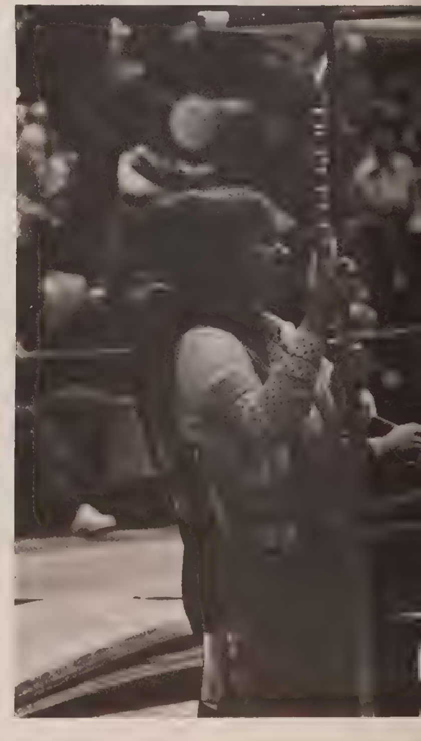

NAVY
BASKETBALL

NAVY
NAVY
50
20

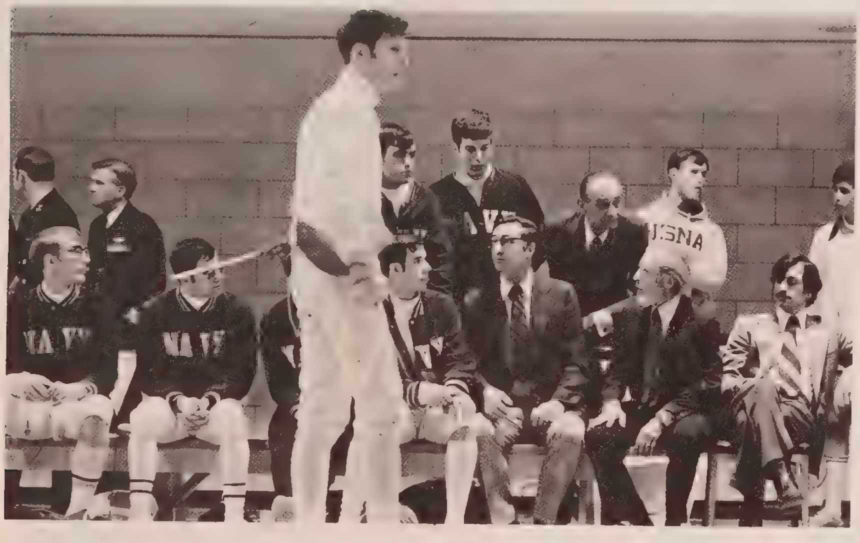

Y



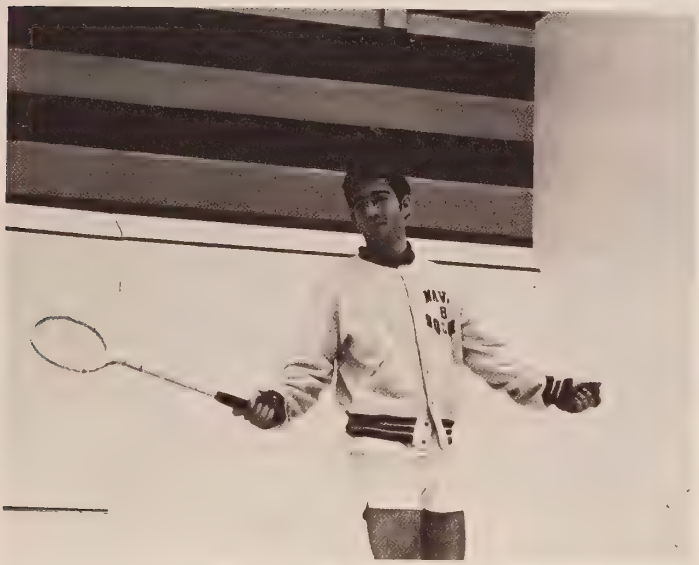


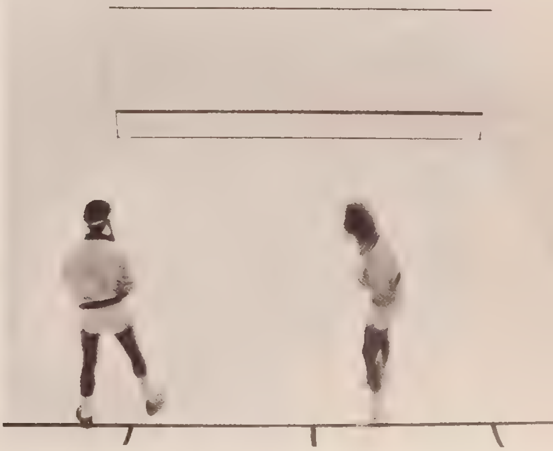


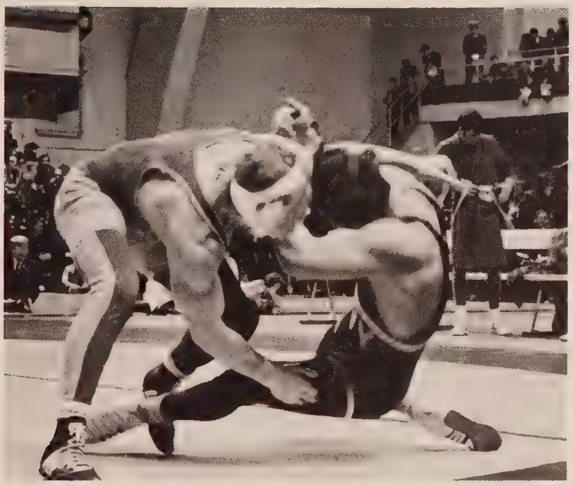
USA

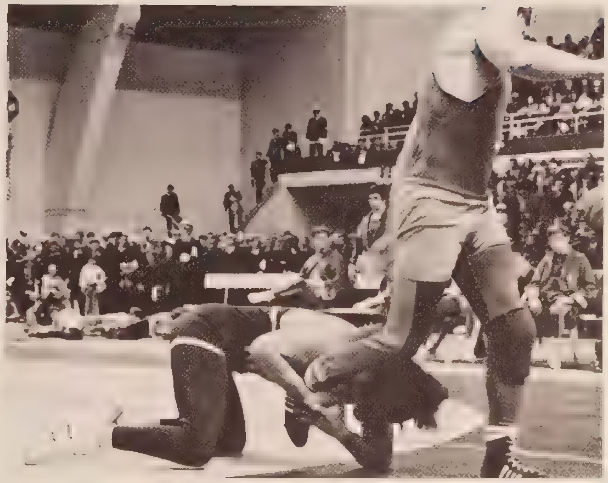

NAVY
NAVY
USNA

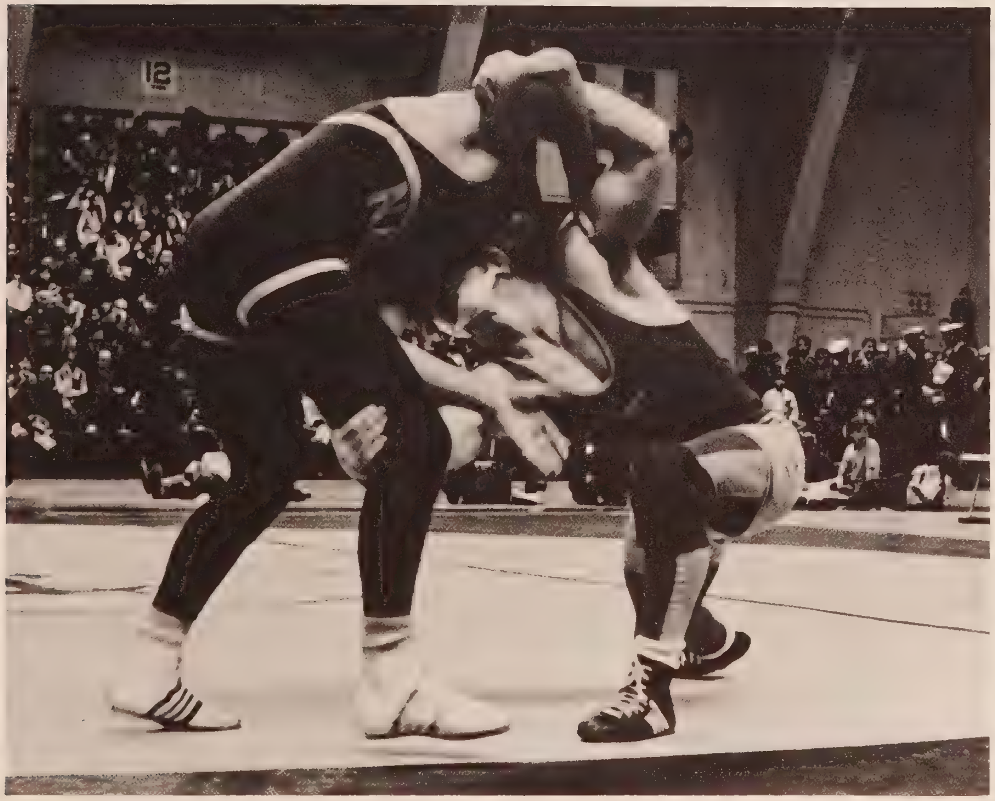
3
39



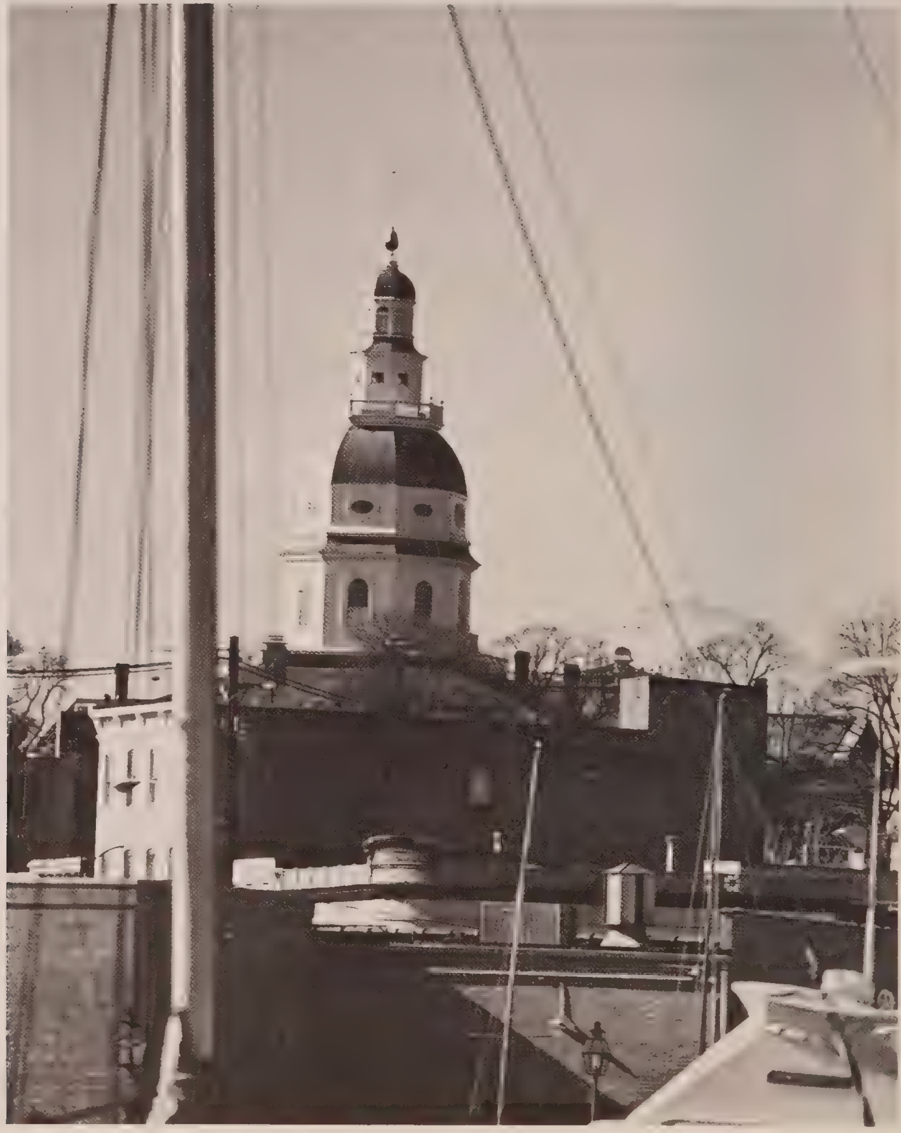




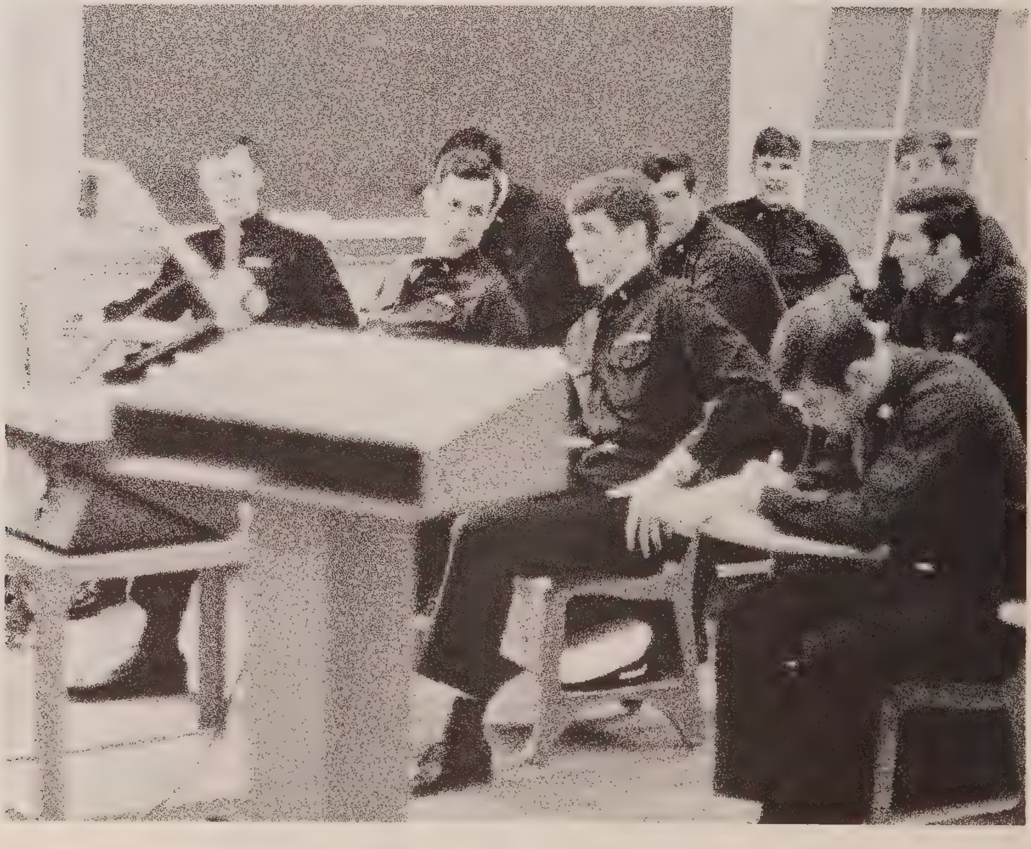




90
BEAT ARMY



USNA
74



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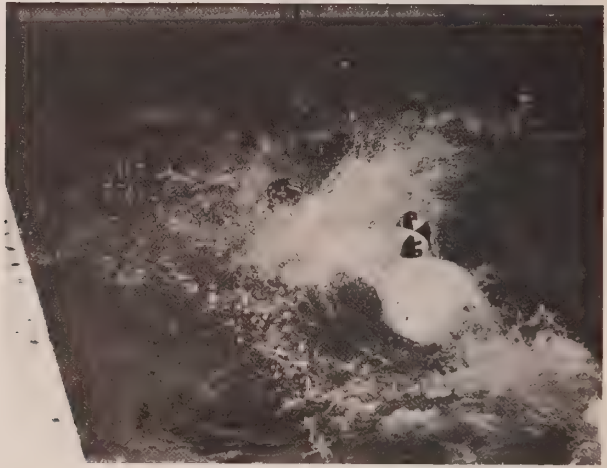
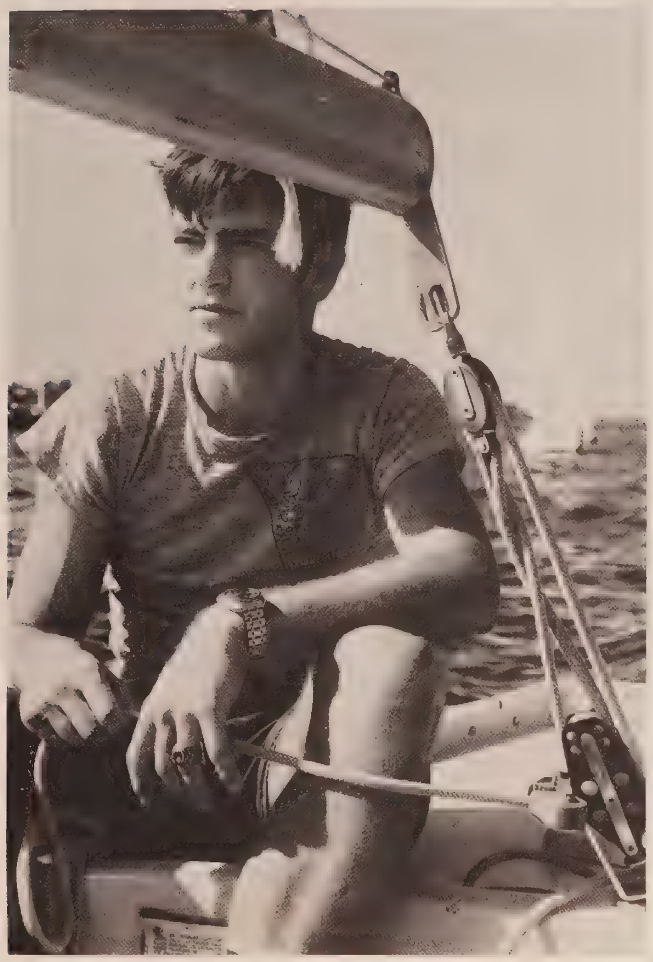
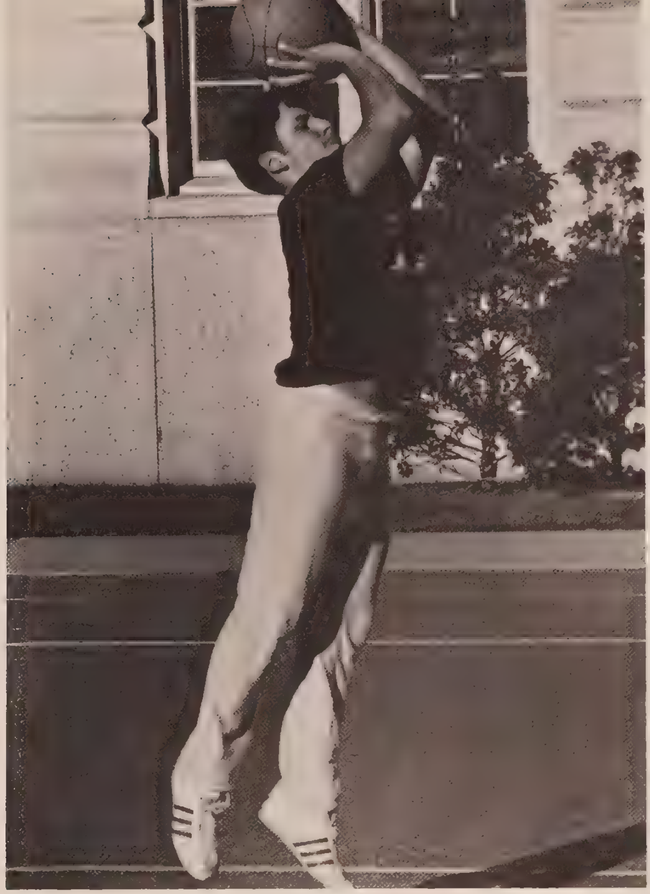
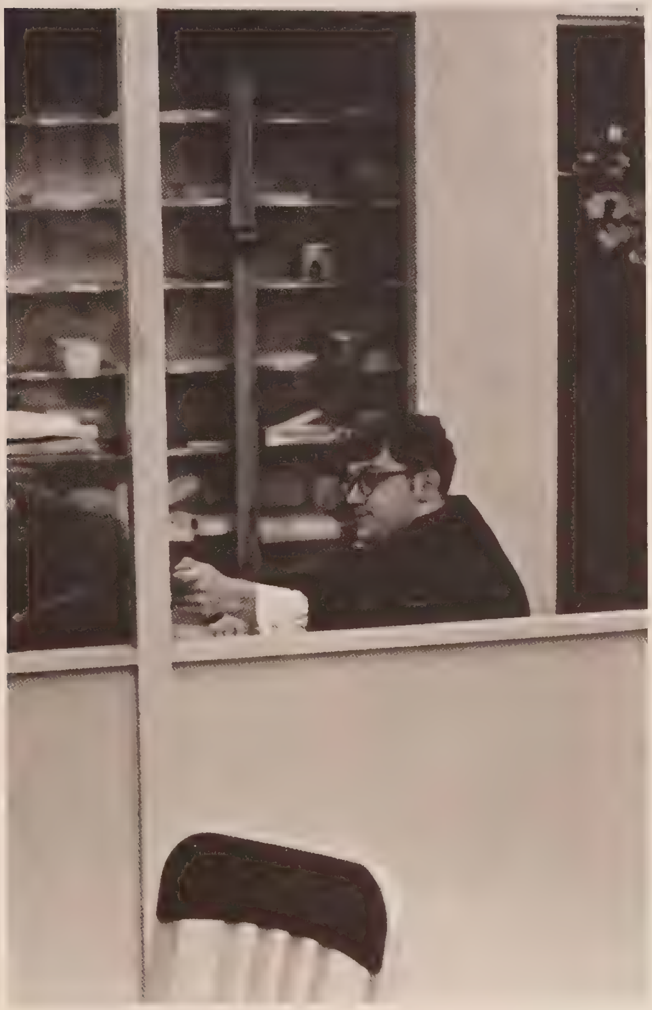


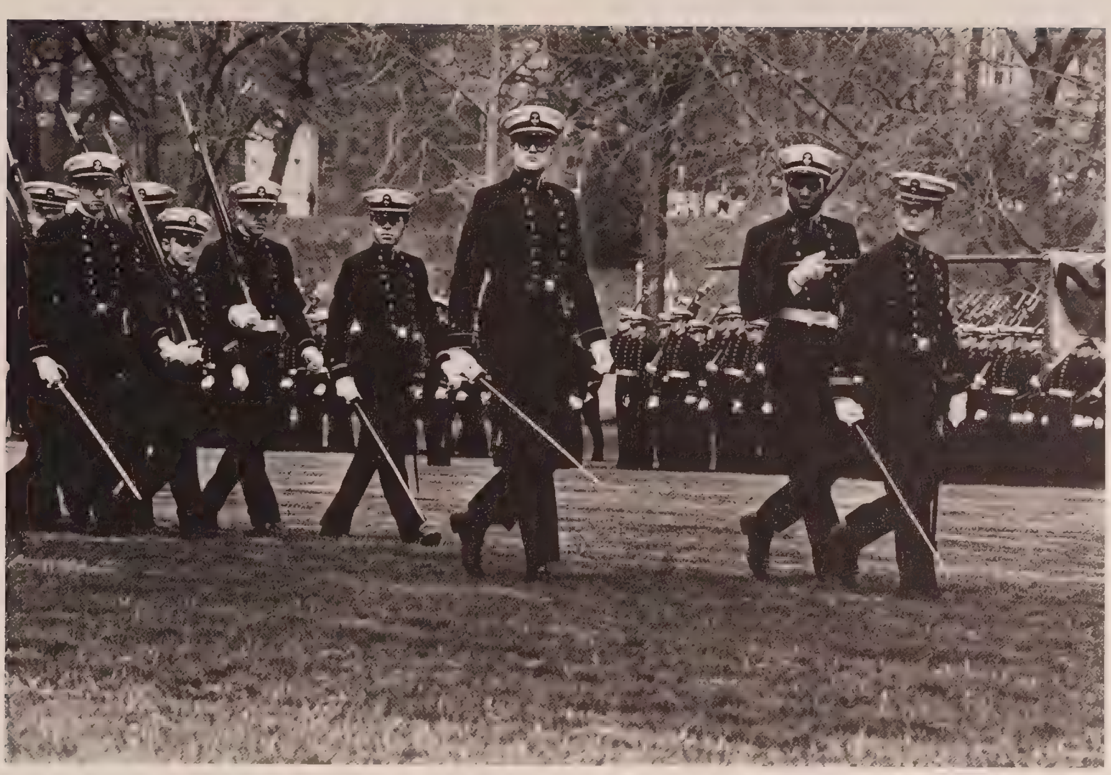


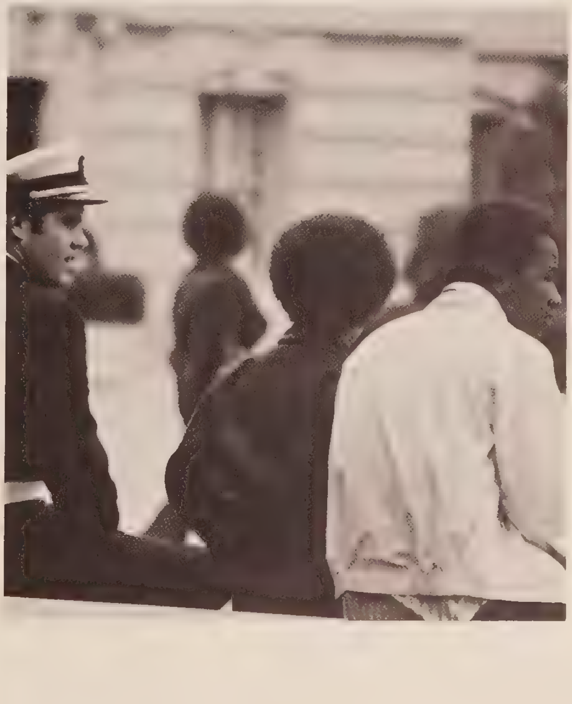
As the days became longer, *my* days became shorter. What others called apathy was really a masquerade which my hid my doubts and my fears.



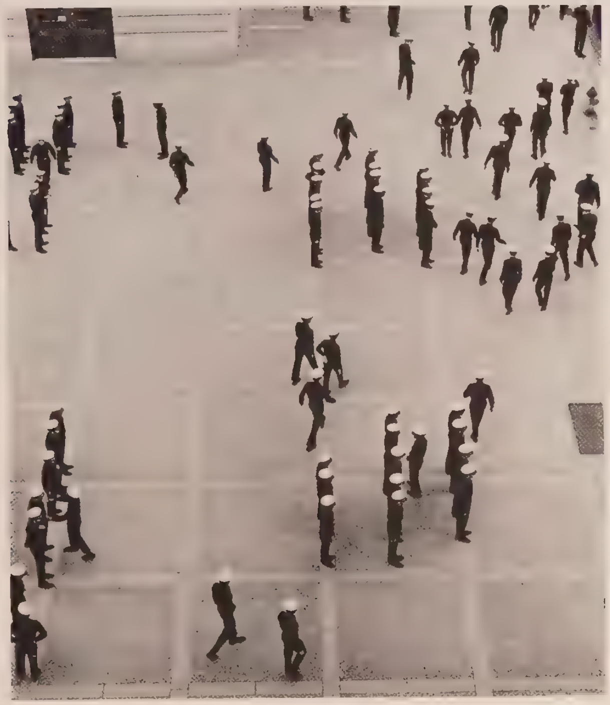
There was little time left to contemplate tomorrow or to reflect upon the past four years . . .

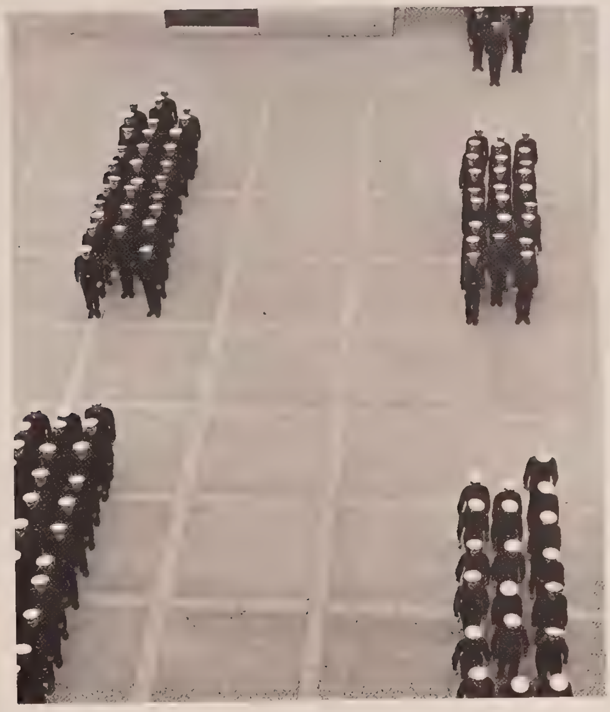




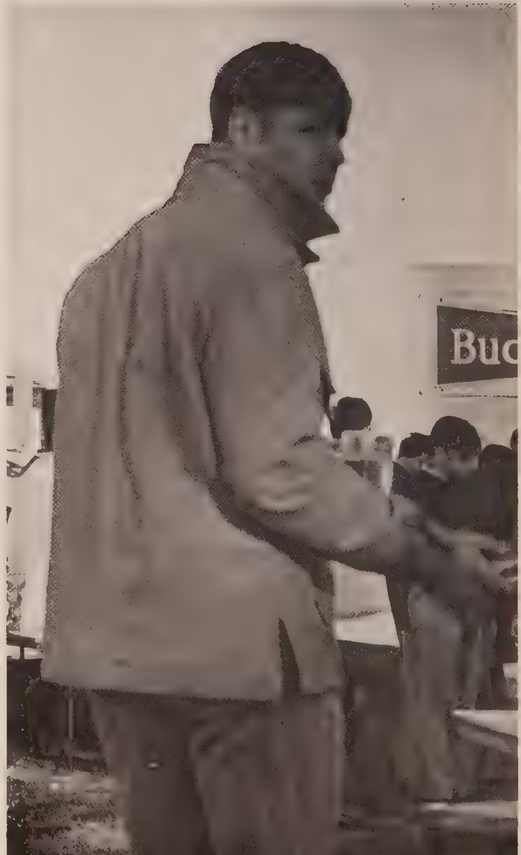


. . . I was too busy keeping the world safe for democracy, and trying to make fewer mistakes—or is it LES mistakes?



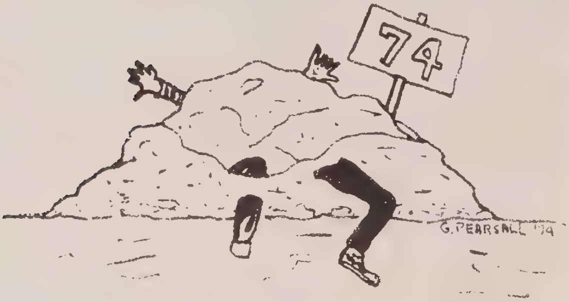


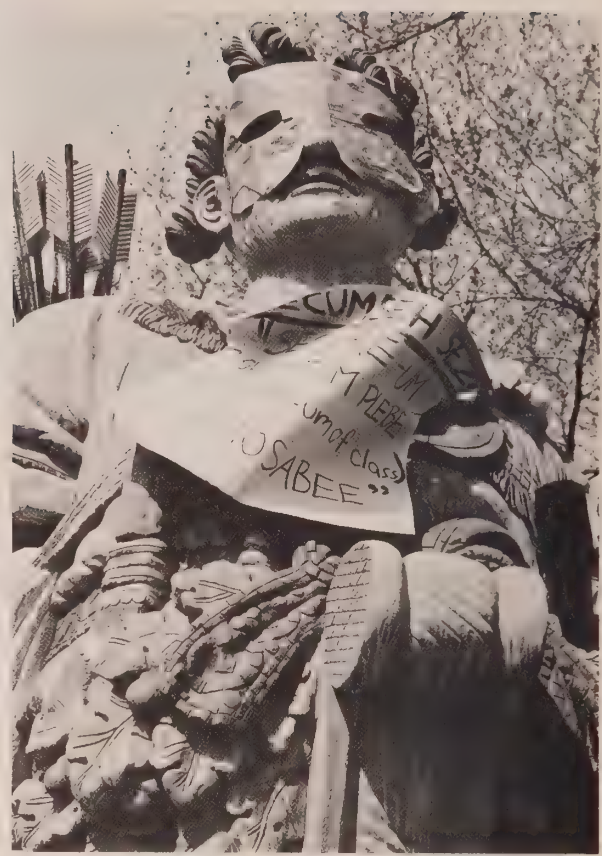
MILK


Bud

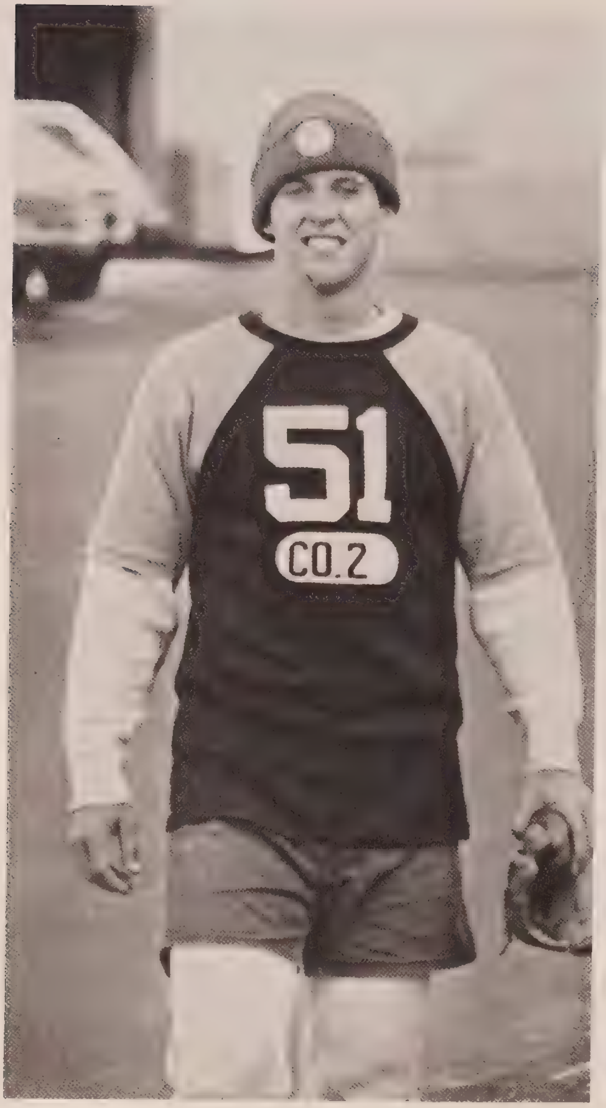
Budweiser
On Tap

In my final year, a year of command and responsibility, I learned that one has to take the little things with a grain of salt.


74
G. PEARSALL '74


CUM H SEZ
UM
M PLEBE
umof class)
USABEE"

It made life *SO* much easier.


51
CO.2

3
41
6
4

15

5

USNA
54

NA4

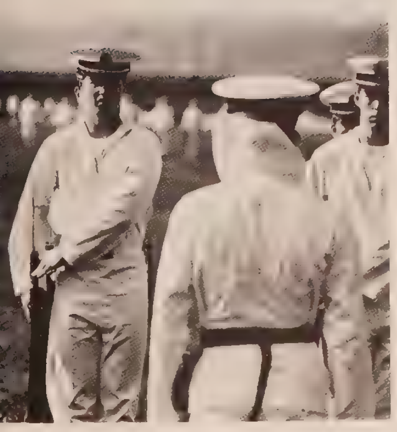
IN THIS TEMPLE
AS IN THE HEARTS OF THE PEOPLE
FOR WHOM HE SAVED THE UNION
THE MEMORY OF ABRAHAM LINCOLN
IS ENSHRINED FOREVER

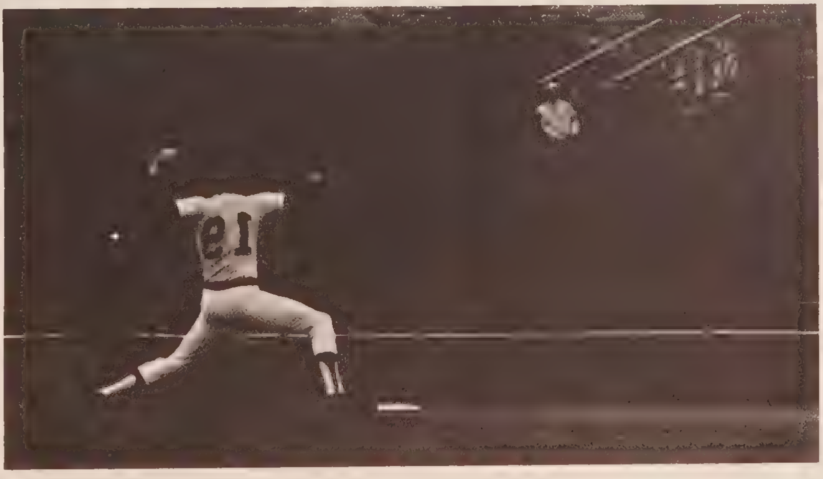
8
6

UNITED STATES
NAVAL ACADEMY

UNITED STATES
NAVAL ACADEMY
Presented to the
WINNER
Sponsored by the

33





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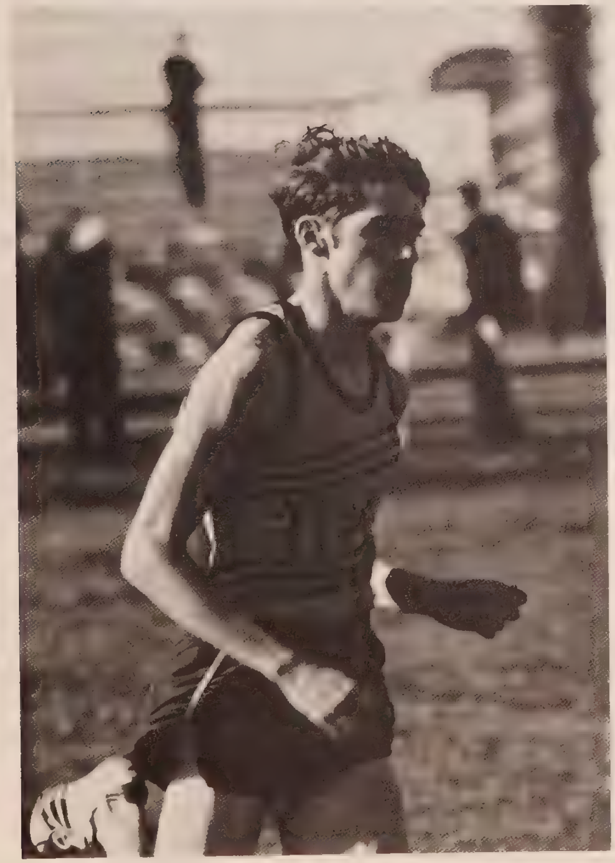
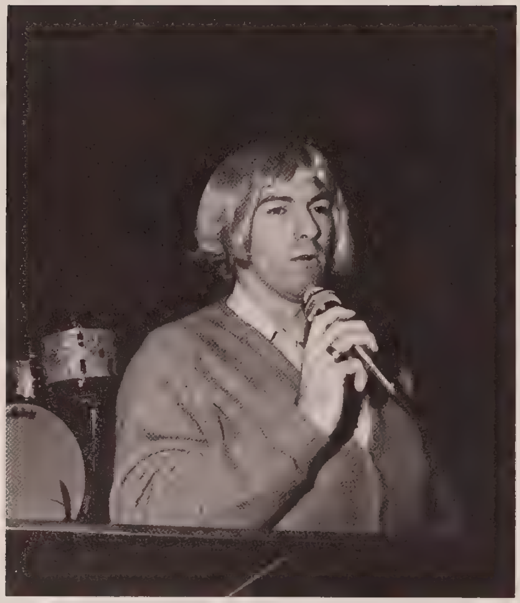
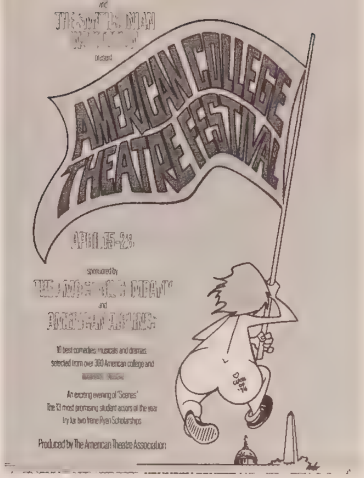
ST JOHNS





M

VIRGINIA


and
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selected from over 300 American college and
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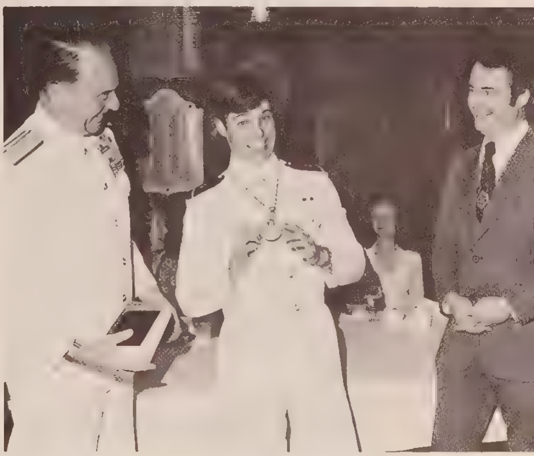
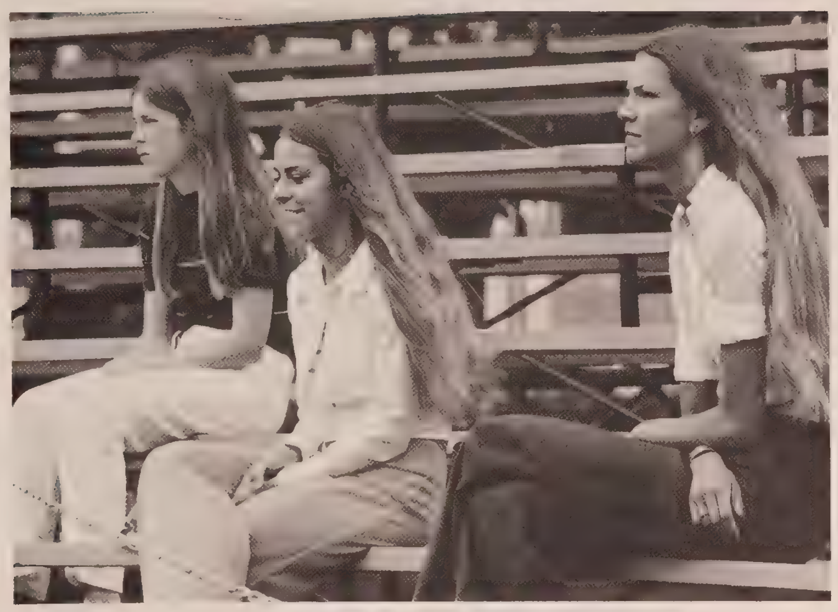
The 13 most promising student actors of the year
try for two Irene Ryan Scholarships
Produced by The American Theatre Association

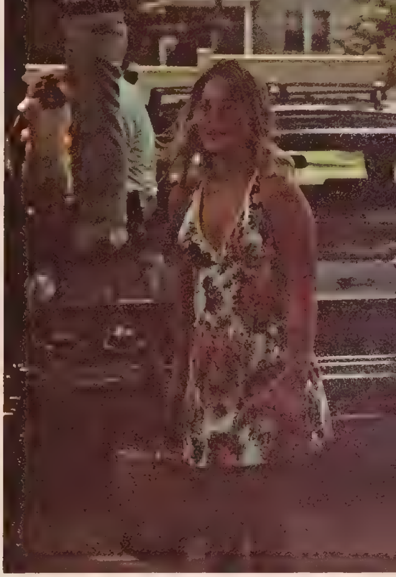


34
35

4
NAVY
34

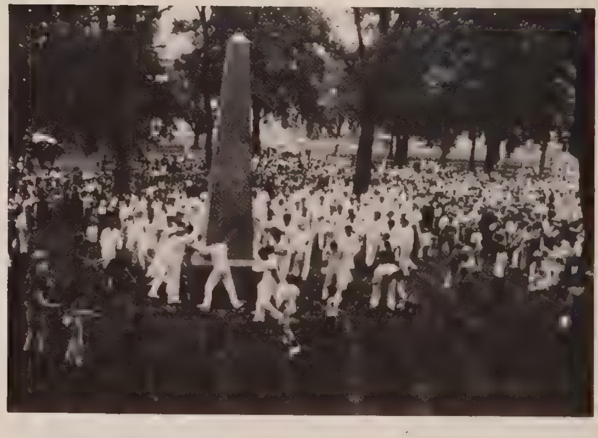


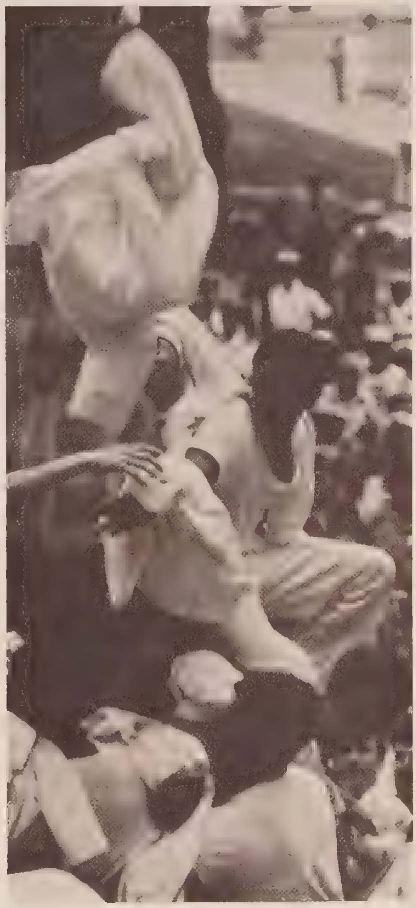
NO
MORE
FOR
74

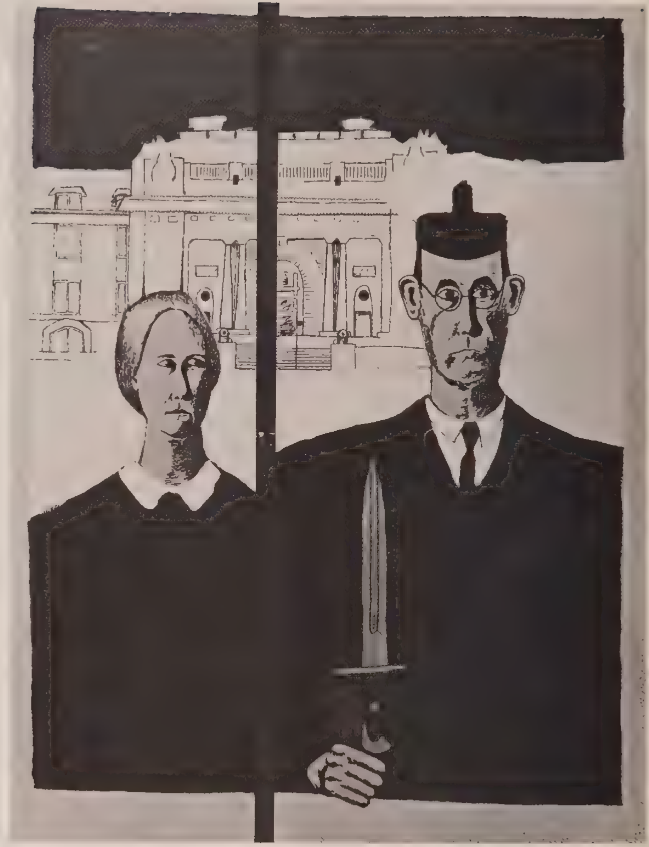


Although it took longer to put the grease *on* than to take the grease off, I felt a strange satisfaction in both.

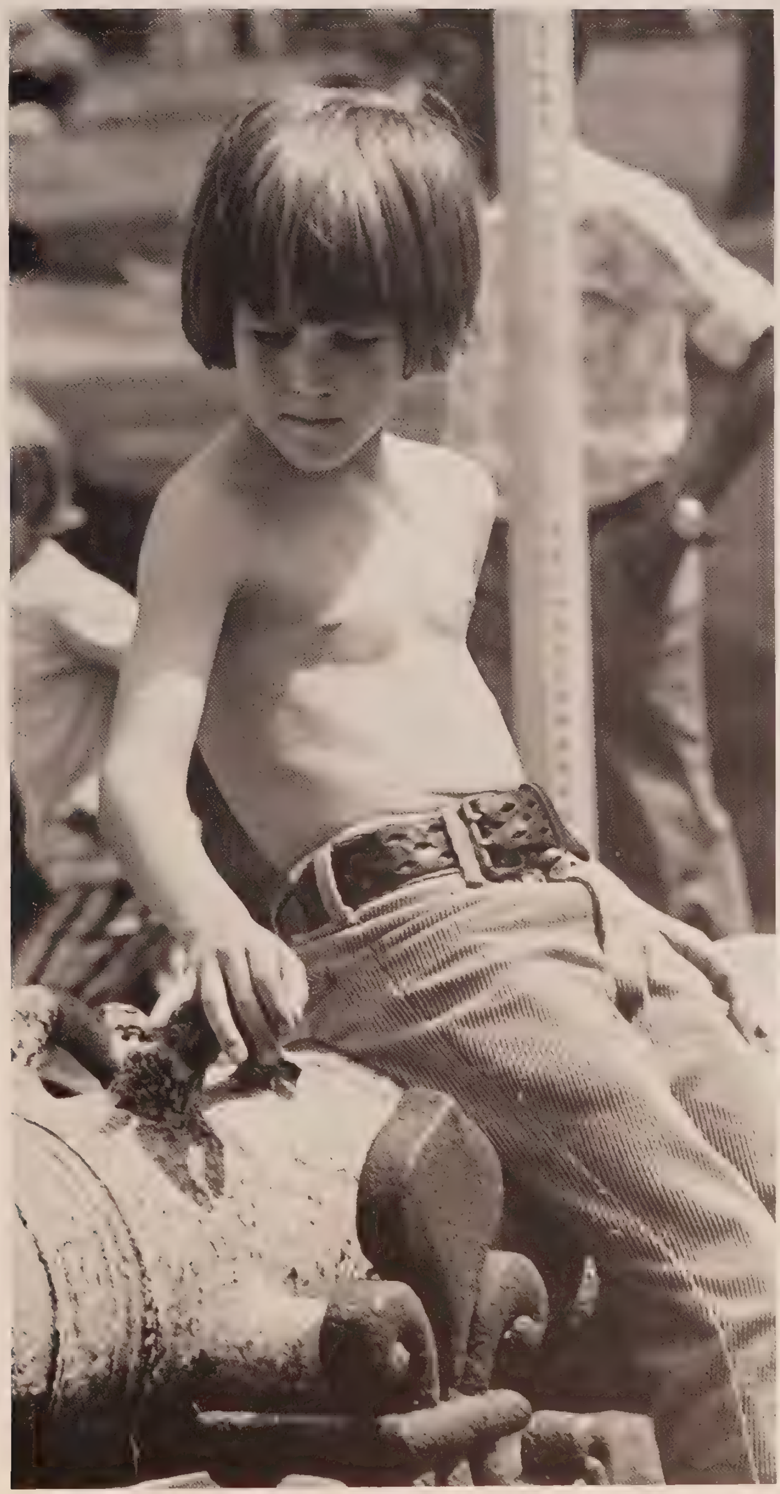
Septemb
195





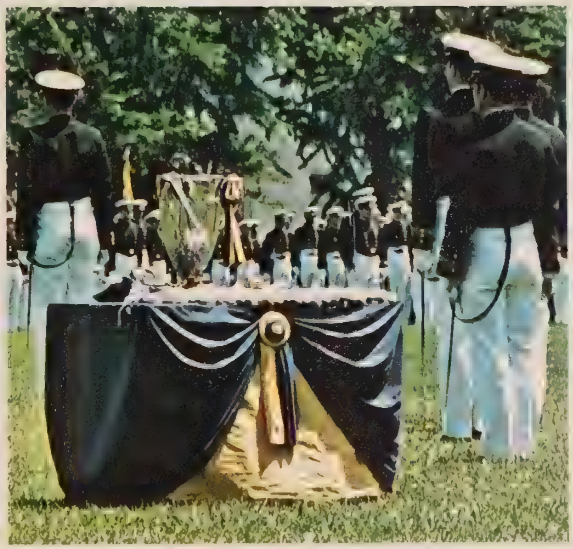


CONES · SUNDAES · SHAKES
SLOW! WATCH FOR CHILDREN
Mister Whippy



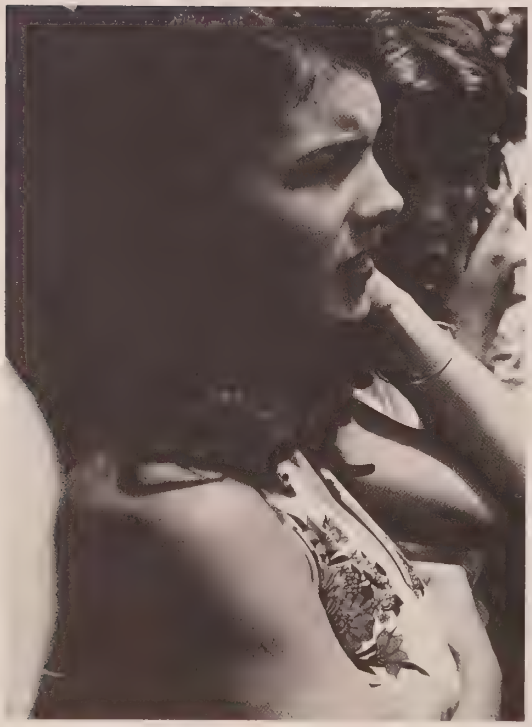
The rain which had plagued my weekends throughout the year paid a final visit June Week.

5 BATTALION
HARVARD SHIELD
CHA



1
2
USNAVY
Blue Angels
3
USNAVY
Blue Angels
USNAVY
Blue Angels
4
USNAVY
Blue Angels

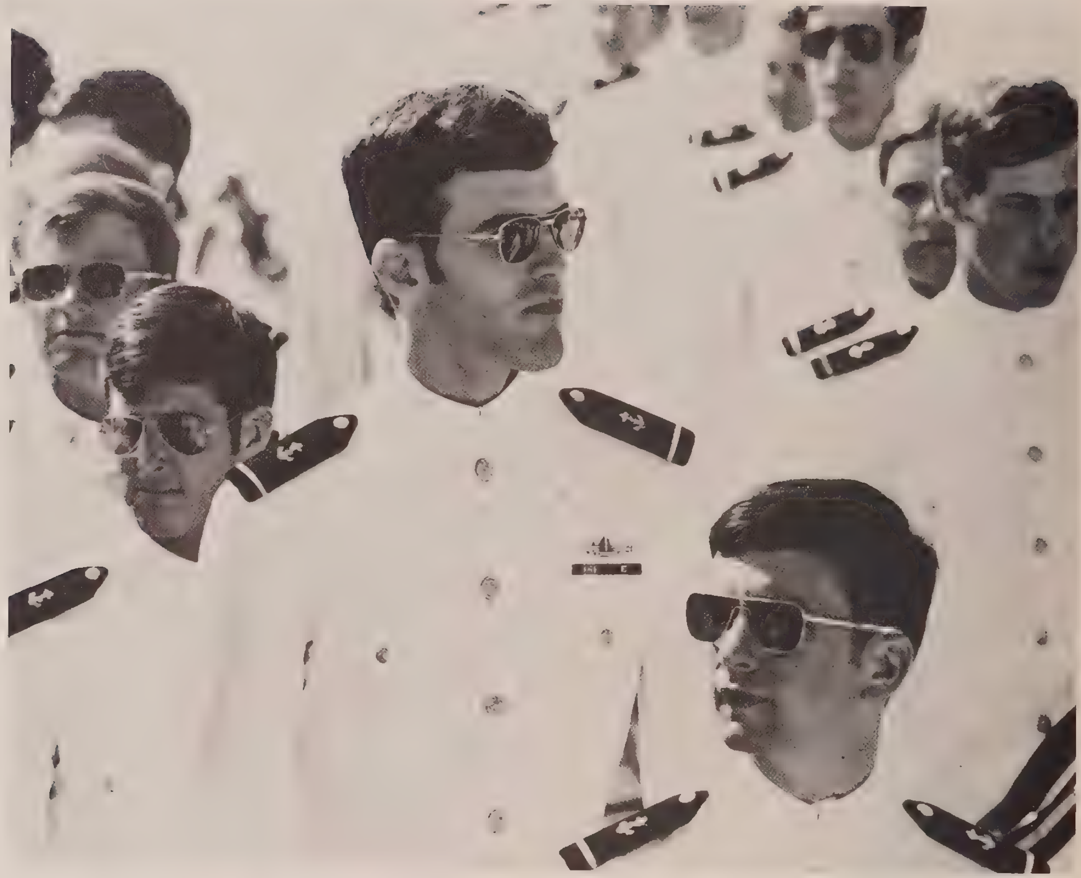
3
4
2
U.S. NAVY

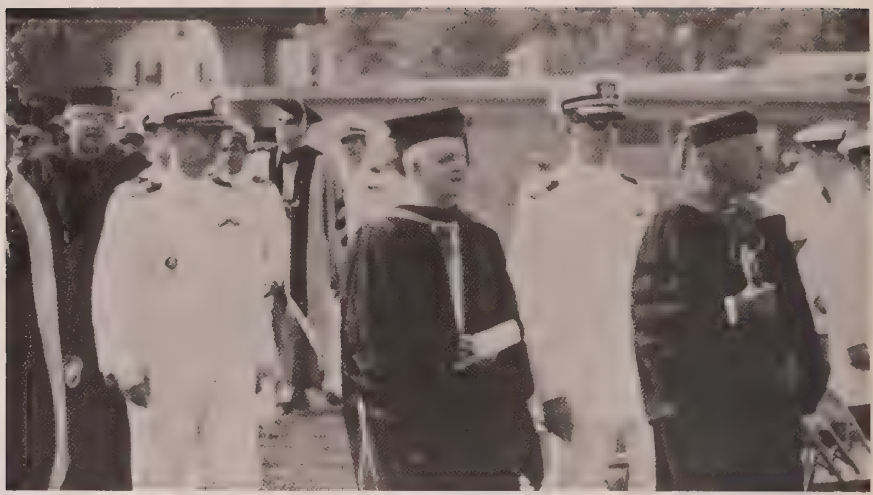


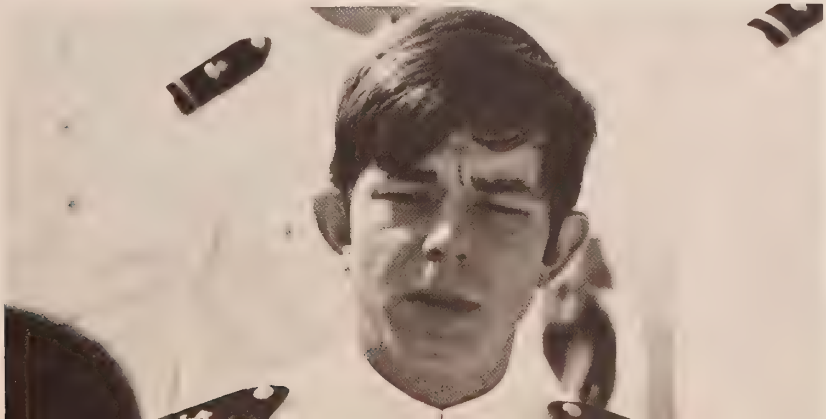
The pomp and precision, pride and pulcratude of a p-rade had become lost over the years. And that last one, which marked the succession of 1975, was just as mechanical as the rest. My smiles and spirit were not for the people . . .

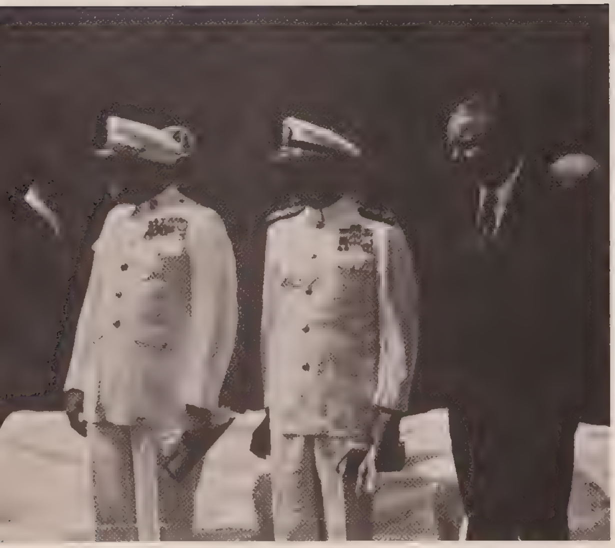
. . .but for the pool.

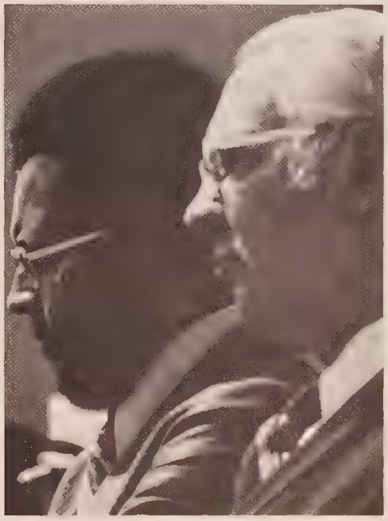
THE END
IS IN SIGHT!

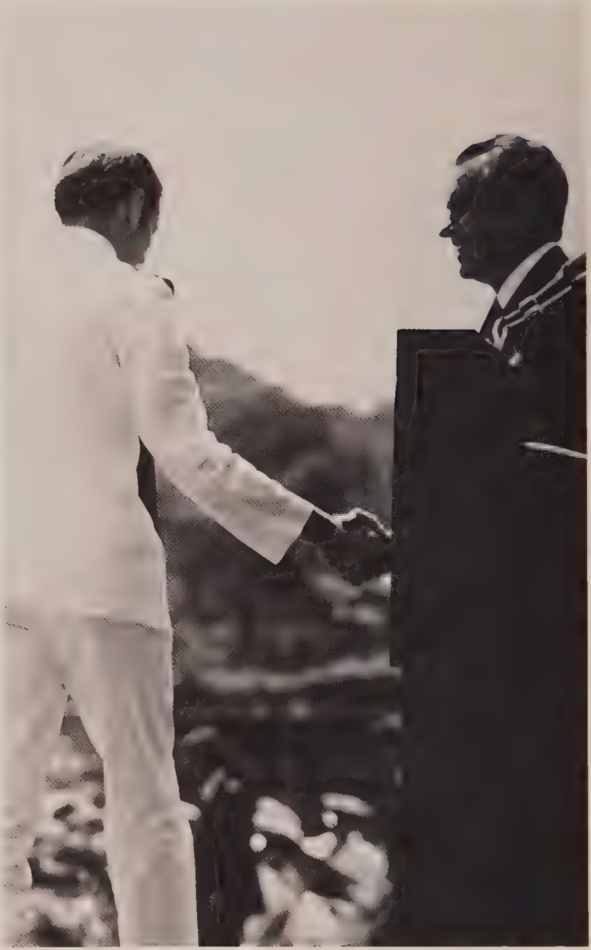




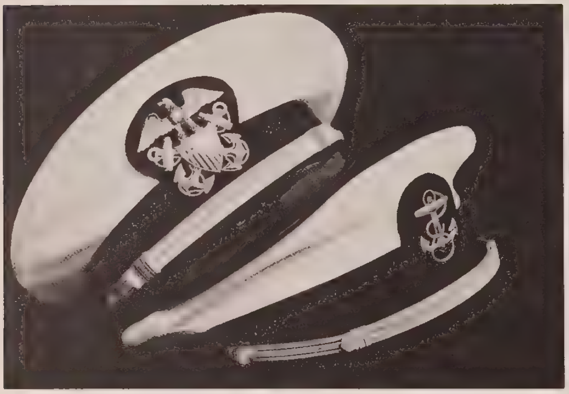








IMPEACH NIXON



# 5 JUNE, 1974.

The raise of a cheer,
The toss of a cap,
Never to fear another frap.
What should I remember?
What should I forget?
What of all the friends I knew
And those I never met?

Bancroft Hall.
For all of her
Mothering and
Mickey Mouse,
She was still four years of my life.
Success, failure,
Happiness, sorrow.
Hello, good-bye,
Today, tomorrow.

I am the Class of 1974,
Unique in my character, my face,
My name.
But I am also a product of the
Annapolis Brass Factory,
And so I carry my stereotypes, too.
I hope that my future will not be
Munipulized as a
Puppet on a string;
Rather,
I hope that I am recognized for
That which I am:
The individuals who form *me*
And every class.

Without them, I am nothing.

SEA
PEL
GUL

They are a feeble form of expression, these words of mine. "Indecisive" and "uncertain" are poor polysyllables to describe my present mental state. I am left lost and wondering, alone in the darkness of explation. Each one of us will interpret events in a different way. There is no universal truth. My heart can speak of all emotions, but where are there ears gentle enough to listen? Were I to speak to ten different men, or perhaps three brothers, or to a husband and wife, I am certain there would be no interpretations alike. We are solitary beings, we men. Regardless of our uniform appearance or commonality of growth, we remain throughout as snowflakes, no two being the same.

The Class is a Prism,
Separating the
Light which strikes it into the
Toms and Joes and
Mikes
Which color our lives.
Without their pigments, we would all be
Trapped
In the Blacks and Whites of automation.

As we leave the Brigade to join a
Greater fraternity,
Let us take our pallets with us,
That we might each become
Artists of men.

I would like to thank C. W. Chesterman, Bill Whitacre, Glenn Thrasher, and Bill Moore for their invaluable aid in producing this book. To the Class of 1974 and most especially to the men of 8th company, I would like to extend a warm thank you for your most respected and treasured friendships.

Michael A. Ricci

"I saw eternity the other night
Like a great ring of pure and endless
light,
All calm, as it was bright;
And round beneath it, time in hours,
days, years. . ."
Henry Vaughn (1622-1695)
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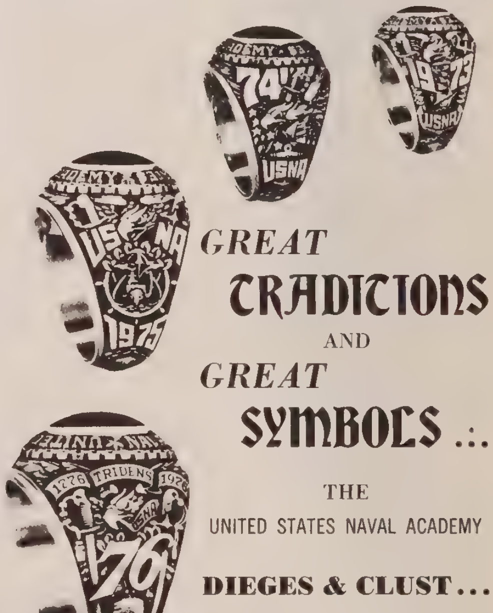
*GREAT*
TRADITIONS
AND
*GREAT*
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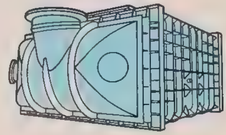
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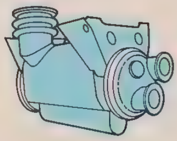
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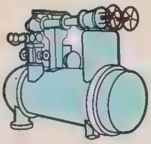
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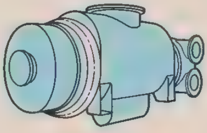
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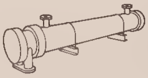
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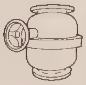
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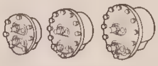
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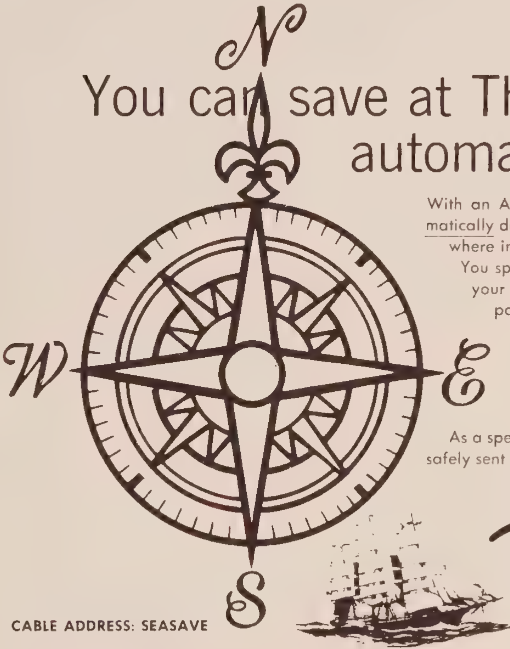

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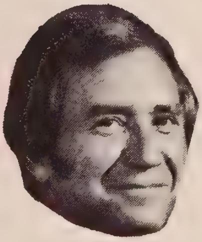

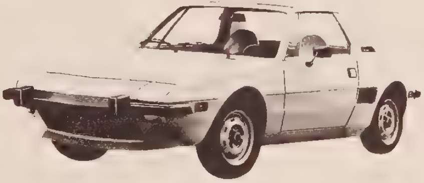

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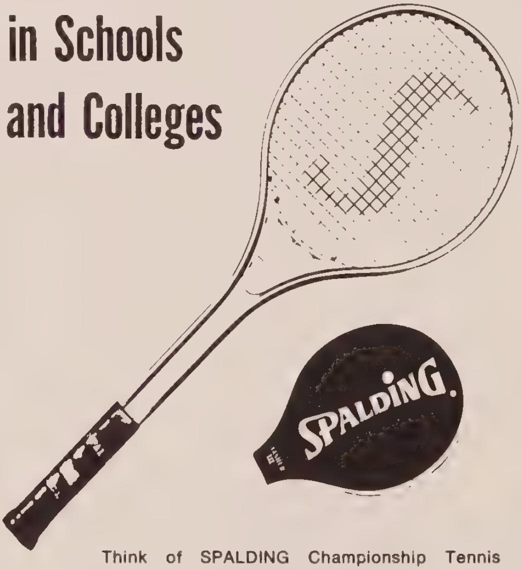

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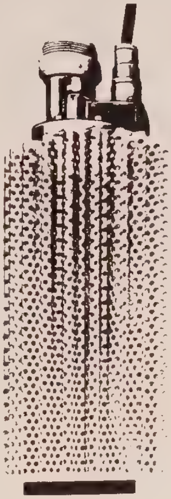

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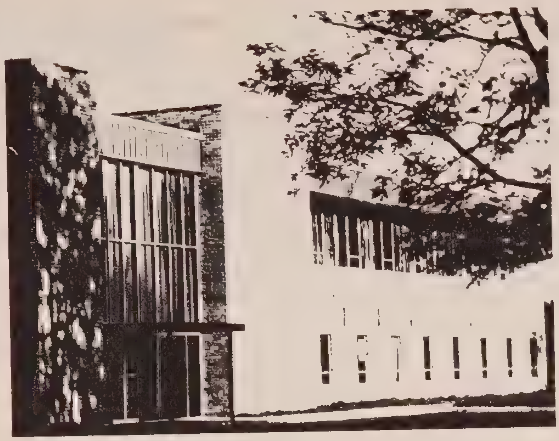

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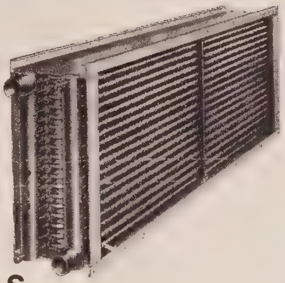

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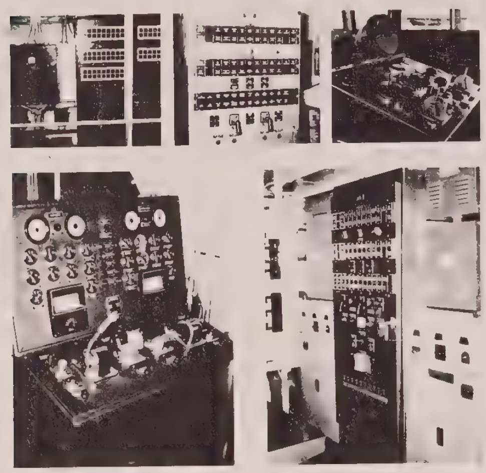

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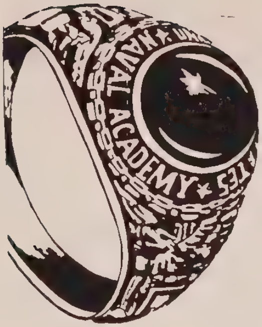

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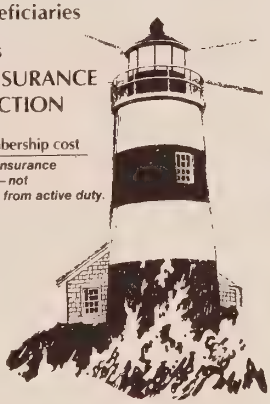

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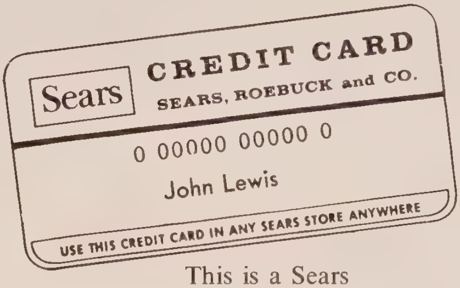

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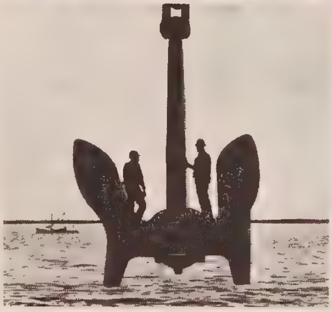

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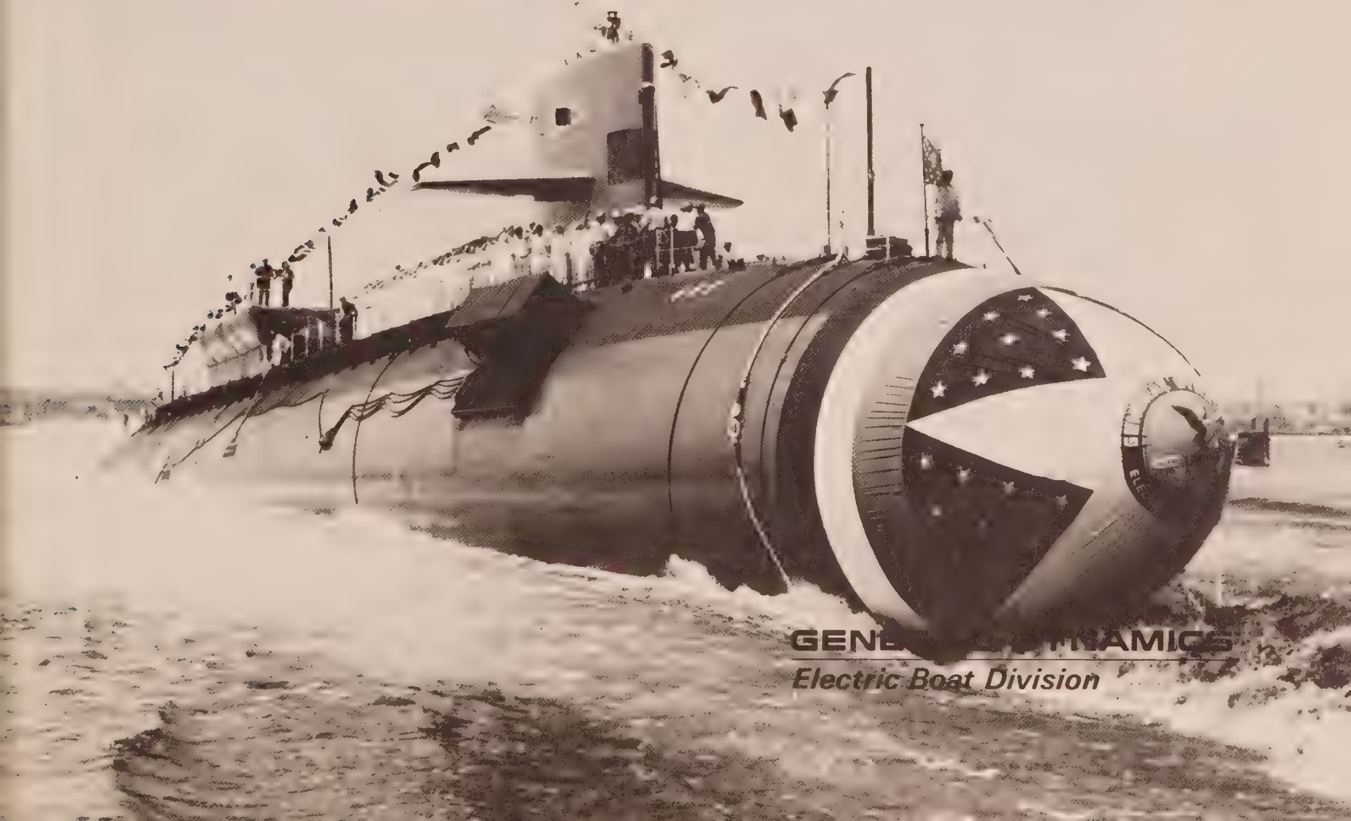

# Business is bound to change.

Change upsets people. Always has. Disrupts routine and habit patterns. Demands constant adaptation.

But change is inevitable. And essential. Inability to change can be fatal.

Unfortunately, most of man's institutions are highly resistant to change.

This, as much as anything else, underlies the explosive reaction of many people in our country in the past few years. They took a fresh and uncluttered look at the world around them, and found many institutions archaic. Higher education. Government. Religion. Business.

These institutions have begun to respond to the need for change, even if not always with breathtaking speed.

Among these institutions, business is by the nature of things compelled to change more rapidly—and perhaps more realistically—if it is to survive. Companies that cannot foresee change and adapt to it quickly enough die. There is seldom anybody to subsidize business inefficiency for any length of time.

One reason business—especially big business—can respond to change quickly is that basically it is in the business of change. Business depends heavily on forward planning, and planning is the orderly management of change.

Another reason is that business itself *produces* more change, probably, than any other institution. Through its research and development programs. Through new technology it develops and applies. Through new plants it builds. Through its need to be a good employer. Because its own long-term self-interest dictates a better life for people everywhere. Because it must face facts and think rationally about what may appear to be unthinkable.

Business can be plenty wrong, and wrong-headed, despite all those things we just listed. But its record for bringing change-with-meaning to society is impressive. Which has an obvious moral for anyone today who wants to change the world, rationally and constructively.

Change doesn't always produce a Renaissance, of course. But it can—if business, and the rest of society, think hard and clearly enough about where we want change to take us. And how fast. And what the options are. And whether benefits at least equal costs.

One sphere where clear, contemporary thinking would produce some urgently needed change is in the stereotypes and obsolete concepts that some people who should know better still harbor about all big business. Some of those concepts may once have been valid across the board, and some, unfortunately, may still be valid with respect to some corporations. But not to all.

Times have changed. So have many of us big businesses. Because change is what we're inseparably bound to.

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